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

**ANNEX II**

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 Public Diplomacy in Argentina and Brazil**

**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>Public Diplomacy in Argentina and Brazil</b> OPSYS number: ACT-60965 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 Argentina and Brazil
<b>4. Programming document</b>	Regional Multi-annual Indicative Programme Americas and the Caribbean 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>	
<b>6. Priority Area(s), sectors</b>	Public Diplomacy

<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>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 – Sector not specified			
<b>8 b) Main Delivery Channel</b>	61000 – Private sector institutions			
<b>9. Involvement of multilateral partners</b>	No			
<b>10. Targets</b>	<input type="checkbox"/> Migration <input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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"/>
	<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 checked="" type="checkbox"/>	<input 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 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"/>
	Connectivity @ transport people2people energy digital connectivity	<input 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"/> <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"/>
BUDGET INFORMATION				
13. Amounts concerned	Budget line: 14 02 01 40  Total estimated cost: EUR 6 000 000  Total amount of EU budget contribution EUR 6 000 000			
MANAGEMENT AND IMPLEMENTATION				
14. Type of financing	Direct management through: Procurement			

## 1.2 Summary of the Action

The EU's partnership with Argentina and Brazil is founded on close historical and cultural ties, extensive people-to-people exchanges, strong trade and investment flows, shared values and commitment to democracy, human rights, including fundamental labour rights, rule of law, pursuit of social cohesion and sustainable development. The bi-regional Strategic Partnership between EU and Latin America was established in 1999. Since then, the EU has enjoyed privileged relations with these two countries which are allies on many of the global challenges, including sustainable development, climate change and protection of biodiversity, commitment to a strong and rules-based multilateral order and fair and free trade. The EU is the leading investor in the region and the second biggest trading partner for Brazil and third for Argentina. The Joint Communication 'Latin America and the Caribbean: joining forces for a common future', approved in April 2019, sets out the current policy framework for relations between the two regions.

The proposed action aims at building trust and mutual understanding with key target audiences and partners in Argentina and Brazil and, by doing so, facilitate future cooperation across policy areas. To do so, this action will reinforce the capacities of the EU Delegations in both countries to engage with key actors, foster and mobilise networks of influencers and partners to enhance the EU's soft power projection by building alliances and allowing better-informed engagement and decision-making. Priority areas include global challenges, multilateralism, promotion of EU values and principles, fundamental rights, trade (in particular the EU-Mercosur Association Agreement), decent work, digitalisation, the Global Gateway and economic and cultural partnerships, as defined in the Strategic Communication and Public Diplomacy Multiannual Plans (2022-2024) for Argentina and Brazil, as well the Regional Multiannual Indicative Programme 2021-2027 for the Americas and the Caribbean.

## 2 RATIONALE

### 2.1 Context

In 2016 the European Union adopted the EU Global Strategy for the European Union's Foreign and Security Policy "Shared vision, Common Action: A Stronger Europe", which sets out the EU's core interests and principles for engaging in the wider world, and gives the EU a collective sense of direction. The strategy stresses the importance of public diplomacy in supporting and projecting a coherent image of the EU and engaging with a vast variety of actors, as well as promoting the EU and its core values. It has significant implications for the EU diplomacy, setting the framework to translate the vision into concrete action. The HR/VP has underscored this objective, highlighting that "strategic communication and public diplomacy are key to support and project our policies and improve the EU's standing in this changing geopolitical landscape". The NDICI-Global Europe supports these objectives and fosters a globally coherent and strategic approach to this key area of foreign policy.

Moreover, in line with the Joint Communication 'Towards an EU strategy for international cultural relations', the EU seeks to advance cultural cooperation with partner countries. Promoting diversity through culture constitutes a foundational element within the EU's role on the global scene. Cooperation with Argentina and Brazil in the field of culture performed by the EU in close cooperation and coordination with its Member States is an important vehicle of fostering mutual understanding. This is reflected in the Multiannual SCPD plans 2022-2024 for Argentina and Brazil which set out as an objective to strengthen cultural diplomacy<sup>2</sup>. From current and previous experiences of implementing public diplomacy activities in these countries, it is clear that the idea of a 'shared culture' is an important driver for Argentinian and Brazilian perceptions of the EU overall.

Building trust and fostering partnerships need a long-term perspective to see tangible results and therefore require long-term investment. The approach on how to engage audiences in Argentina and Brazil, how to localise and maintain consistency and pass messages successfully has been initiated and developed by FPI under the previous and current actions EU Policy and Outreach Partnership in Latin America (EUPOP LATAM I and II). The current phase focuses on engaging directly with key stakeholders (i.e. academia, universities, business organisations, media, opinion makers, etc.) on policies of EU or common interest.

The proposed action will thus provide continuity to past and ongoing targeted diplomacy efforts, ensure the consistency and repetition of messages and nurture the partnerships and networks already established. Furthermore, it will include a cultural cooperation dimension in order to take advantage of the shared culture and rich cultural heritage. Consequently, the proposed action offers the opportunity to build upon and consolidate the results already yielded, further increase their impact, and expand the scope of successful public diplomacy and outreach efforts by working with targeted local partners based on localised messages.

Finally, the proposed action serves as an important instrument to implement the Delegations' SCPD plan in the spirit of the whole-of-delegation approach, under the steer of the Heads of Delegations. As such, they will be closely coordinated with the activities of the Political, Press & Information Section as well as with potential EU strategic communication programmes and with other public diplomacy and outreach activities of the Commission, including EU science diplomacy efforts.

### 2.2 Problem Analysis

Short problem analysis:

The fast-evolving international environment and the ongoing global pandemic have introduced new challenges and opportunities for the EU's relationship with Argentina, Brazil, and LAC overall. Building on its strong historical and cultural ties, the EU has geared towards a more strategic framework of engagement with Latin America, seeking to position itself as a reliable actor on the subcontinent. While trade remains crucial (particularly relations with Mercosur), the Joint Communication enhances the political nature of the EU-LA relationship and

<sup>2</sup> The SCPD plan 2022-2024 for Argentina mentions as an objective to "strengthen cultural diplomacy, including education opportunities and expand its scope through strategic partnerships with cultural institutions and organisations" (page 3). In the same line, the SCPD plan for Brazil states that future activities should "promote our culture of values, diversity and tolerance in True Team Europe approach with EUMS embassies, consulates and cultural institutes through the EUNIC network" (page 5).

boosts the bi-regional partnership through the four pillars of prosperity, democracy, resilience and effective global governance. Redoubling efforts in public diplomacy will be an important element to re-energise this relationship.

Across Latin American society, understanding, awareness and recognition regarding what the EU is and what role it plays on the global stage continues being very limited and imprecise. On the other hand, experiences from engaging with target audiences under the present and past EUPOP LATAM projects (Phases I and II) indicate that both curiosity and interest in EU issues as well as the willingness to cooperate with the EU or through third parties/multipliers on EU relevant topics remain prevalent. In this line, a recent poll on the opinion in Latin America about the EU shows that Europe has a positive image in the region with a cultural and symbolic meaning. It is perceived as an influent actor and considered the best partner in the protection against environment and fight against poverty. To this end, it proves valuable for the EU to continue investing in the use of all available channels or tools for conducting public diplomacy in Brazil and Argentina.

Equally, Brazilian and Argentinian cultural stakeholders are very eager to strengthen cultural cooperation with the EU and its Member States alike. People-to people contacts and culture constitute high impact drivers for LA citizen's perception of the EU and therefore, addressing this area through appropriate actions offers an opportunity to improve overall perceptions regarding the EU. Cultural operators, including local ones as well as the EU Member States active in Argentina and Brazil, bear the greatest potential to act as promoters and multipliers of values such as diversity, tolerance and mutuality. Therefore, cooperation and engagement with target audiences through traditional channels, while at the same time exploring new niches and innovative means has the potential to contribute effectively to EU-LA relations. In addition, the positive experience from the ongoing EU Delegation in Brazil cooperation with local think-tanks clearly shows that creating and supporting a dialogue among these organisations and academia on both sides, enables the debate on critical or sensitive issues.

In order to support the EU's interests and priorities vis-à-vis Argentina and Brazil, it is of critical importance to stay engaged in the narrative discourse with and within these two countries and to continue building partnerships with target audiences across all themes of bilateral relations. It is vital to engage on a long-term basis with key audiences in order to cultivate broadly the themes and topics where both sides' interests converge, for example sustainability or climate action, but also on topics where both sides' positions diverge. Such engagement needs to improve the perception about the EU as important and legitimate political actor serving to foster a sound high-level partnership in an international rule-based manner. Public diplomacy actions tailored to the local perceptions and areas of interest of the audiences remain, thus, an essential foreign policy tool for the EU.

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

In line with the Strategic Communication and Public Diplomacy Multiannual Plans (2022-2024) for Argentina and Brazil, the key target audiences to be addressed through this action include the following:

- Youth, students, researchers and alumni
- Universities, academia and think-tanks
- Media, opinion-leaders, influencers and multipliers
- Cultural organisations and operators
- Civil servants and public employees at all levels
- Civil society organisations, private sector and business federations

The proposed action will continue including the target audiences and stakeholders that have been already engaged in previous and ongoing public diplomacy projects and will aim at strengthening and further expanding already created networks. These include, inter alia, coordinators of Jean Monnet projects, participants of the executive and diplomatic trainings, students of the EU Model, etc.

Besides the above mentioned key audiences that form the main target group to be addressed through the action, there is a wider range of audiences of importance to the EU relationship with Argentina and Brazil. Such wider audiences include, for instance, EU Member States, UN and other international organisations, like-minded countries and vulnerable groups (migrants and refugees, indigenous communities). Whilst they are not the main target of the proposed action, they may be involved in selected activities, where appropriate or are secondarily

associated with / benefitting from the action. Participation of women and youth organisations will be particularly fostered, where possible.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The **Overall Objective (Impact)** of this action is to contribute to building a more favourable context for EU dialogues with Argentina and Brazil in order to intensify bilateral relations and advance the EU's policy priorities.

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

1. Enhance the knowledge and understanding, perception, attractiveness, likeability and values of the EU among target audiences in Argentina and Brazil.
2. Mobilise and engage target audiences, key stakeholders and like-minded partners on a constant and long-term basis.

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

- 1.1 Knowledge about the EU, and its policies, principles and values among key target audiences is increased and their virtue is understood.
- 1.2 Culture is used as an effective vehicle to promote EU policies, principles and values.
- 1.3 The EU is recognised as a credible reference point and solid partner for Argentina and Brazil in multiple areas of common interest.
- 1.4 An EU-favourable attitude and EU-like-mindedness amongst target audiences is nurtured.

The **Outputs** to be delivered by this action contributing to the corresponding **Specific Objective 2** (Outcomes 2) are:

- 2.1 Open and regular channels to interact with key target audiences are set up and in regular use.
- 2.2 Interest among the target audiences to learn and engage regularly with the EU is fostered.
- 2.3 Platforms for discussions, exchanges, debates and structured dialogues involving both specialised and wider target audiences in Argentina and Brazil are activated and maintained.

#### 3.2 Indicative Activities

The following non-exhaustive and non-exclusive list of indicative activities shall be further enriched by innovative and new types of public diplomacy activities that could be identified in the course of implementation of the action (a small part of the public diplomacy activities are demand driven).

All activities will contribute to the achievement of the outputs under Specific Objectives 1 and 2.

1. Interactive engagement (online and offline) with target audiences through organising debates, competitions, events, lectures, master-classes, webinars, networking and sharing opportunities, cultural and innovative digital activities and others.
2. Facilitation of discussion/debate opportunities among targeted audiences in Argentina and Brazil, in particular academia and think-tanks, young emerging leaders and prominent experts on pertinent topics of common concern.
3. Nurturing cooperation with media, influencers and key opinion-leaders, including network and alliance building and joint production of audio-visual content that could be used for the engagement with target audiences.
4. Partnering with EU Member States for mutual promotion and delivering joint activities boosting an EU-wide joined-up public diplomacy approach in both countries and demonstrating the EU's cultural diversity.

5. Engagement with stakeholders of the cultural sector in Argentina and Brazil to promote and organise joint cultural activities and events, including among others cultural flagship events, exhibitions, networking activities, curatorship, creative studio for innovative art creations.
6. Cooperation with selected civil society organisations and initiatives on specific activities and events.
7. Provision of strategic support and advice to the EU Delegation to strengthen the capabilities of effectively conducting public diplomacy activities via studies, mappings, trainings, working meetings, social media and others.

### 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 the EU principles and values in Argentina and Brazil through long-term engagement with selected target audiences rest at the core of the public and cultural diplomacy activities of this action. This includes in particular gender equality and empowerment of women and girls, 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.

#### **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 and cultural 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**

Respect for human rights, including women's rights and labour rights, is a fundamental value of the European Union. Through public and cultural diplomacy activities, the proposed action will directly or indirectly promote EU fundamental values including non-discrimination, women's rights and freedom of expression. The approach will be guided by the principle of "leaving no one behind", equality and non-discrimination on any grounds.

#### **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 have a 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**

There is no foreseen impact on elements related to democracy or rule of law as such. However, as the action will promote the principles of an international rule-based order and multilateralism, the subject of democracy is being mainstreamed in the action.

#### **Conflict sensitivity, peace and resilience**

This cross-cutting issue is not applicable for the proposed action.

#### **Disaster Risk Reduction**

Addressing challenges of global concern including protecting the environment, mitigating and adapting to climate change and building resilience of communities may become a theme for engagement with target audiences. In particular following the COVID-19 pandemic, resilience, green and sustainable recovery as demonstrated by the EU model would be a relevant crosscutting issue and thematic focus for the public diplomacy activities.

#### **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	There is a possible risk in of change of priorities as well as changes in political relations with the concerned partner countries.	<b>High</b>	<b>Medium</b>	The existence of Stratcomm strategies in Argentina and Brazil through a “whole of delegation approach” significantly reduces such risk.
External environment	A major incident occurs (e.g. war, economic crisis) that severely influences attitudes of audiences in target countries towards the EU	<b>Medium</b>	<b>Medium</b>	Flexible programming and adapting the activities is crucial to ensure continued engagement and communication.
External environment	Constraints to mobility domestically and across borders due to COVID-19 pose serious difficulties to the organisation of visits and offline events	<b>Medium</b>	<b>Medium</b>	Continuous monitoring of the situation and exploit possibilities for online or hybrid engagement as much as possible.
Planning and systems	Difficulty to measure the real effects of public diplomacy activities which reduces the informed basis for EU action.	<b>High</b>	<b>Medium</b>	Development of EU public diplomacy indicators and development of specific monitoring tools.

#### Lessons Learnt:

The key lessons drawn from the experience of previous and on-going actions supporting public diplomacy in Latin America are the following:

- Ensure that public diplomacy objectives and actions are understood at all levels in the Delegations. This means collectively setting, agreeing and communicating long-term public diplomacy objectives using a whole-of-Delegation approach.
- Linked to the point above, avoid a piecemeal approach in order to ensure the manageability of the actions and adequate measurement of results by setting clear priorities adapted to the various target audiences (i.e. think tanks, academia, civil society, cultural stakeholders).
- Ensure that the programming of public diplomacy actions reflect strategic prioritisation from the EU’s external action policies.



- Ensure a more joined-up approach to public diplomacy in order to be more effective in engaging over the long-term with citizens in Argentina and Brazil. This has become particularly important at a time when citizens are increasingly exposed to competitive narratives and disinformation aimed at undermining the legitimacy of the EU and its policies.
- Ensure that implemented actions focus on issues that resonate among local audiences.
- Increase flexibility of implementation modalities.

A Global Thematic Evaluation of Public and Cultural Diplomacy covering all past and ongoing public and cultural 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 EUPOP LATAM I) 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.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is aiming to underpin core EU interests and values in its relationships with Argentina and Brazil. Its relevance is based on the fact that the relations with these two countries are among the EU's most important ones in South America, with significant potential for benefit in political and economic terms. Through the action, the EU wants to use public diplomacy 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 these countries.

This can be achieved by building trust and establishing constructive partnerships with the target audiences, i.e. key stakeholders, which are considered having a direct or indirect importance for the EU's relation with Argentina and Brazil. The proposed action will implement a range of activities in the field of public diplomacy seeking to engage these target audiences in a long-term perspective, taking due account of cross-cutting issues, in particular, related to climate change, digitalisation, the Global Gateway and gender. Assuming a continued and considerable interest and receptiveness from target audiences for interacting with the EU, the action will achieve the following outputs: on the one hand, through the action it will be ensured that knowledge about the EU and its policies, principles and values, among key target audiences is increased and their significance is understood; that culture is used as an effective vehicle to promote EU policies, principles and values; that the EU is recognised as a credible reference point and solid partner for Argentina and Brazil in multiple areas of common interest and as a dialogue counterpart; and that an EU-favourable attitude and EU-like-mindedness amongst target audiences is nurtured. On the other hand, through the activities, the action will facilitate that open and regular channels to interact with the key target audiences are set up and in broad use; that interest among the target audiences to learn and engage regularly with the EU is fostered; and that platforms for discussions, exchanges, debates and structured dialogues involving both specialised and wider target audiences in Argentina and Brazil are activated and maintained. If the outputs are delivered, and assuming that EU public diplomacy actions are indeed capable of contributing to shaping a conducive environment for improved relations, the knowledge and understanding, perception, attractiveness and likeability of the EU among target audiences in the two countries will be enhanced (outcome 1) and the target audiences, key stakeholders and like-minded partners can be engaged on a constant and long-term basis (outcome 2).

If these outcomes can be achieved, and assuming that the bilateral relationships between the EU and Argentina and Brazil will be maintained, or even enhanced, the action will have achieved its overall objective to contribute to building a more favourable context for the EU-Argentina/Brazil partnership and advance the EU's policy priorities in the two countries.

### 3.6 Logical Framework Matrix

Results	Results chain (e): Main expected results (maximum 10)	Indicators (e): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	To build a more favourable context for EU dialogues with Argentina and Brazil in order to intensify bilateral relations and advance the EU's policy priorities.	1. Number of approaches and/or practices beneficial to the achievement of EU interests and values which have been taken up in the targeted countries 2. Number of articles on the EU in partner countries.	1 – 0 2 – 0	1 – 1 2 – 300	1 – Political dialogues, outcome statements, relevant reports  2 Media monitoring	<i>Not applicable</i>
<b>Outcome 1</b>	Enhance the knowledge and understanding, perception, attractiveness, likeability and values of the EU among target audiences.	1.1 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 1.2 Number of articles published in print and/or digital media about an event	1.1 – 0 1.2 – 0	1.1 – 50% 1.2 – 200	1.1 Surveys, perception studies  1.2 Media monitoring	Priorities of the bilateral relationship between the EU and Argentina and Brazil will not alter significantly and Argentina/Brazil will continue to engage with the EU.
<b>Outcome 2</b>	Mobilise and engage target audiences, key stakeholders and like-minded partners on a constant and long-term basis.	2.1 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	2.1 – 0	2.1 – 50%	2.1 Surveys, studies, event registration records	EU public diplomacy actions are possible and capable of contributing to shaping a conducive environment for improved relations.
<b>Output 1 related to Outcome 1</b>	1.1 Knowledge about the EU, and its policies, principles and values among key target audiences is increased and their virtue is understood.	1.1.1 Percentage of participants in the events who report having benefited from the events organised/ supported.	1.1.1 – 0	1.1.1 – 70%	1.1.1 Surveys, studies, event registration records	Receptiveness and interest for interacting with the EU among target audiences remains stable or is increasing.
<b>Output 2 related to Outcome 1</b>	1.2 Culture is used as an effective vehicle to promote EU policies, principles and values.					
<b>Output 3 related to Outcome 1</b>	1.3 The EU is recognised as a credible reference point and solid partner for Argentina and Brazil in multiple areas of common interest and as an					
		1.1.2 Number of communication products developed	1.1.2 – 0 1.1.3 – 0	1.1.2 – 300 1.1.3 – 140 million	1.1.2 Records on deliverables	

	indispensable dialogue counterpart in areas of divergent positions.	1.1.3 Level of engagement online and on social media			1.1.3 Online and social media monitoring	
<b>Output 4 related to Outcome `</b>	1.4 An EU-favourable attitude and EU-like-mindedness amongst target audiences is nurtured.					
<b>Output 1 related to Outcome 2</b>	2.1 Open and regular channels to interact with key target audiences are set up and in broad use.	2.1.1. Number of events organised or supported  2.1.2. Number of participants in the events organised/supported  2.1.3. Number of knowledge based products developed			2.1.1 Event records  2.1.2 Participant records and registration  2.1.3 Records on deliverables	Receptiveness and interest for interacting with the EU among target audiences remains stable or is increasing.
<b>Output 2 related to Outcome 2</b>	2.2 Interest among the target audiences to learn and engage regularly with the EU is fostered.		2.1.1 – 0	2.1.1 – 80		
<b>Output 3 related to Outcome 2</b>	2.3 Platforms for discussions, exchanges, debates and structured dialogues involving both specialised and wider target audiences in Argentina and Brazil are activated and maintained.		2.1.2 – 0	2.1.2 – 6000		
			2.1.3 – 0	2.1.3 – 3		

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

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 84 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 60 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>3</sup>.

#### 4.3.1 Direct Management (Procurement)

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

This call will be launched on 20 September 2022 under a suspensive clause prior to the adoption of this Decision. This is justified as the current 2019-2023 EU Policy and Outreach Partnership in South America - Brazil, Argentina, Peru, Colombia, Uruguay, Chile (PI/2019/411-714) ends in June 2023, and it is essential to have a new contract in a timely manner and enable the continuation of public diplomacy efforts in Argentina and Brazil.

### 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.

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>Procurement</b> – total envelope under section 4.	
Procurement (direct management) – total envelope under section 4.3.1.	6 000 000
<b>Totals</b>	<b>6 000 000</b>

<sup>3</sup> 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

Under the guidance of the Heads of Delegations in Argentina and Brazil and through a whole of Delegation approach, the proposed action will contribute to the implementation of the SCPD 2022-2024 plans for both countries.

Specific expertise will be mobilised in the specific thematic areas subject of this action. The FPI-RT Americas will constantly monitor and ensure the effectiveness and quality of the different technical and policy outputs requested and, if necessary, support the implementing partner to establish institutional interactions with the Argentinian and Brazilian authorities.

A dedicated steering committee will be established in order to provide the strategic and policy guidance needed to ensure the action's smooth project implementation and alignment with the Delegations' strategic approach to public diplomacy. The steering committee should meet at least twice a year and will review the priority work streams to be addressed by the action.

The steering committee will review and endorse work plans, monitor project outputs and achievements and not least provide advice on how to address obstacles and challenges identified during implementation. The steering committee, chaired by the FPI-RT and whose composition will be further detailed, will comprise the relevant sections of the Delegations in Argentina and Brazil representing the EEAS (Political, Press and Information Section), DG INTPA and other relevant Commission services. Participation of EU HQs may be encouraged through virtual platforms.

The steering of the action will be further embedded in the mechanisms established by both Delegations governing the whole-of-delegation approach to public diplomacy and strategic communication under the lead of the Heads of Delegation. This will ensure coordination between the various public diplomacy, strategic communication and visibility activities of the EU Delegations as well as alignment of the activities with the political priorities of the EU in Argentina and Brazil. In this respect, the Delegations will share relevant and strategic information on the implementation of the action with concerned EU actors, and in particular with the EEAS-INTPA-FPI-NEAR Coordination Mechanism established to endorse at macro-level the strategic communication and public diplomacy plans developed by the Delegations. Other DGs associated to this Coordination Mechanism include TRADE, ECHO and COMM.

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

# 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.

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).

The implementing partners are responsible for day-to-day monitoring and reporting based on the agreed indicators in the logframe. Indicators shall be disaggregated at least by 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.).

All monitoring, evaluation and reporting shall assess how the action is taking into account the gender dimension, and, where applicable, the implementation of the human rights-based approach working principles (applying all human rights for all; meaningful and inclusive participation and access to decision-making; non-discrimination and equality; accountability and rule of law for all; and transparency and access to information supported by disaggregated data).

## 5.2 Evaluation

Having regard to the importance and nature of the action, a mid-term and a final or ex-post evaluation will 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 in order to improve the current action, and for learning purposes, in particular with respect to the approach to EU public diplomacy 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 fact that the EU public diplomacy strategy and approach needs to be constantly re-examined along the lines of an oscillating political relationship with the partner country.

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 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 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle has adopted a new approach to pooling, programming and deploying strategic communication and public diplomacy resources. At country level, all actions will be based on multiannual strategic communication and public diplomacy plans (SCPD 2022-2024) developed by the Delegations in Argentina and Brazil, initially covering the period up until the mid-term review. The strategic plans will be endorsed by a coordination mechanism comprised of the EEAS, DG INTPA, DG NEAR and FPI, and will be reviewed, modified and extended as appropriate as part of the MTR process.

The present action, managed by the FPI-RT Americas, is designed to respond to the public diplomacy priorities identified in the strategic plans 2022-2024 of the Delegations in Argentina and Brazil. Strategic communication activities will be subject to a separate decision managed by DG INTPA.

## Appendix 1 REPORTING IN OPSYS

An Intervention<sup>4</sup> (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 type="checkbox"/>	Single Contract 1	Procurement – total envelope under section 4.3.1

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<sup>4</sup> [Ares\(2021\)4450449](#) - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including ‘action’ and ‘Intervention’ where an ‘action’ is the content (or part of the content) of a Commission Financing Decision and ‘Intervention’ is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention](#).