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

**ANNEX III**

of the Commission Implementing Decision on the financing of the annual action plan in favour of Timor Leste for 2023

**Action document for “Support Measures - Cooperation Facility for Timor Leste – Strategic Communication”**

**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 of NDICI-Global Europe Regulation.

## 1 SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	Support Measures - Cooperation Facility for Timor Leste – Strategic Communication OPSYS number: ACT-61976 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <u>NDICI-Global Europe</u> )
<b>2. Team Europe Initiative</b>	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI.
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Timor-Leste <sup>1</sup> .
<b>4. Programming document</b>	Multi-annual indicative programme 2021-2027 for Timor-Leste
<b>5. Link with relevant MIP(s) objectives / expected results</b>	MIP Support Measures Cooperation Facility objectives relating to strategic communication <b>Strategic communication:</b> political communication and large scale public campaigns designed to raise awareness, understanding and perception of the European Union’s partnership with the country, particularly around Global Gateway flagships and Team Europe Initiatives.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Not applicable
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG: SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development
<b>8 a) DAC code(s)</b>	43010- Multi-sector (100%)
<b>8 b) Main Delivery Channel</b>	61000: Private Sector in provider country

<sup>1</sup> C(2021)9071 of 14.12.2021

<b>9. Targets</b>	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers</b> <b>(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 type="checkbox"/>
	Aid to environment @	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Trade development	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	☒	<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 type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	☒	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. 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 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 type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	☒	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities	☒	<input type="checkbox"/>	<input type="checkbox"/>

	(methodology for marker and tagging under development)			
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line(s) (article, item): 14 02 01 32 The Pacific Total estimated cost: EUR 800 000 Total amount of EU budget contribution EUR 800 000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<b>Direct management</b> through: - Procurement			
<b>14. Type of measure</b>	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of Civil Society			

## 1.2 Summary of the Action

The action will support the implementation of strategic communication activities designed to raise awareness, understanding and perception of the EU and its partnership with the country, in line with the priorities identified in the country MIP as well as relevant global and regional strategies.

# 2 RATIONALE

## 2.1 Context

The Asia-Pacific region's growing economic, demographic, and political weight makes it a key partner for the European Union in shaping the international order and in addressing global challenges. The EU's current vision, interests and priorities in Timor-Leste and the wider Asia-Pacific region are outlined by various EU strategies, notably the Indo-Pacific Strategy (2021)<sup>2</sup> and Global Gateway Strategy (2022)<sup>3</sup>. These comprehensive strategies outline the EU's positive offer to the Asia-Pacific region, from sustainable and inclusive prosperity to connectivity, climate, research and human development. They are underpinned by shared values and principles, including democracy and human rights, security, sustainability, and equality.

Ensuring these strategic priorities are known, understood and well perceived by both specialised and general public audiences in Timor-Leste is essential to help position the EU as a trusted and reliable partner for the country (and wider Asia-Pacific region). The focus will not only be on what the EU does, but why, including by emphasising shared values, interests and impact, and promoting the EU's leadership role on these key priorities.

## 2.2 Problem Analysis

Strategic communication plays a key role in strengthening the EU's role in the world. Fragmented, project-specific partner-implemented communication and visibility activities have largely failed to demonstrate the EU's added value as a partner for Timor-Leste and its people. By consolidating strategic communication resources in the Support Measures, the EU Delegation will be able to plan and execute multiannual strategic communication actions with the scale and focus necessary to be effective on a national scale. This will ensure more impactful communication on the EU's international partnerships objectives and external policy priorities. The action will therefore contribute to raising awareness, understanding and perception of the EU and its role in the country.

<sup>2</sup> EU – Indo-Pacific Strategy (2021):

[https://www.eeas.europa.eu/eeas/eu-indo-pacific-strategy\\_en#:~:text=The%20European%20Union%20and%20Indo,%2DPacific%2C%20and%20vice%20versa.](https://www.eeas.europa.eu/eeas/eu-indo-pacific-strategy_en#:~:text=The%20European%20Union%20and%20Indo,%2DPacific%2C%20and%20vice%20versa.)

<sup>3</sup> Joint Communication to the European Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions and the European Investment Bank The Global Gateway: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52021JC0030>

The main target audiences covered by the action are:

- Wider audiences, comprising ordinary citizens, especially in the 18-35 age bracket, who are not involved in policy, advocacy or international relations, and who may hardly be aware of the EU.
- Key political and opinion leaders and the wider diplomatic community which will be targeted through political communication, especially in the context of Summits, events and visits.
- Beneficiaries of actions implemented with support of the European Union.
- Resident population in Timor-Leste, as well as all as all development partners acting in the country.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to position the EU as a partner of reference for Timor-Leste among selected target audiences.

The Specific Objective (Outcome) of this action is to:

- 1) Measurably increase awareness, understanding and perception of the EU priorities, in particular Global Gateway

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

- 1.1 Political communication activities and large-scale public campaigns are designed and implemented to make the EU's brand positioning more understandable, visible and influential to target audiences.
- 1.2 Impact-focused case studies and best practices, particularly demonstrated through engaging human interest stories, from priority EU support projects are identified and promoted as example of success/role model in the social and economic development of Timor-Leste.

#### 3.2 Indicative Activities

Based on Article 24 of the Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI-Global Europe) Regulation<sup>4</sup>, the Support Measures - Cooperation Facility may cover support expenditure for the implementation of the Instrument and for the achievement of its objectives. This includes strategic communication activities related to the political priorities of the EU, which is the sole aim of this Action Document. In particular, the following indicative activities are foreseen:

Activities related to Output 1.1

- Design and roll out at national level of (a) major public campaign(s) aimed at ordinary citizens, primarily in the 18-35 age cohort, with the objective of measurably increasing the awareness, understanding and perception of the EU's partnership with the country. All such campaigns will be data-driven and based on clearly defined qualitative and quantitative key performance indicators (KPIs). Regular monitoring against these KPIs will allow content, channels and approaches to be constantly adjusted to meet the objectives set.
- Design and implement political communication activities to support Summits, events and visits by College members;
- Support the integration of relevant regional programmes into country-level communication, particularly those that are flagship Global Gateway and/or Team Europe initiatives.
- Undertake research required to ensure strategic communication activities are data-driven and measurable. This may include audience analysis and perception surveys, media landscape, as well as monitoring and evaluation activities to measure impact of communication activities undertaken.

<sup>4</sup> Regulation (EU) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, amending and repealing Decision No 466/2014/EU of the European Parliament and of the Council and repealing Regulation (EU) 2017/1601 of the European Parliament and of the Council and Council Regulation (EC, Euratom) No 480/2009 (Text with EEA relevance): [EUR-Lex - 32021R0947 - EN - EUR-Lex \(europa.eu\)](https://eur-lex.europa.eu/eli/reg/2021/947/oj)

Activities related to output 1.2.

- Collect and update information of the projects supported by the European Union in Timor-Leste.
- Identify success stories from beneficiaries, in particular women and youth, providing regular content for Output 1.1.
- Measure the impact of the success stories in social media, with specific and identifiable KPI.

### 3.3 Mainstreaming

Even if the DAC and internal markers are not directly targeted for this action, due to the specificity of the action, we can consider that the action will mainstream some of the sectors listed below, due to the nature of the projects being implemented with the European Union support in Timor-Leste.

#### **Environmental Protection & Climate Change**

**Outcomes of the EIA (Environmental Impact Assessment) screening** (relevant for projects and/or specific interventions within a project)

The EIA (Environment Impact Assessment) screening classified the action as Category A (EIA will be undertaken).

**Outcome of the CRA (Climate Risk Assessment) screening** (relevant for projects and/or specific interventions within a project)

The Climate Risk Assessment (CRA) screening concluded that this action has no risk (no need for further assessment).

This action will not contribute directly to environmental protection and climate change but will promote actions that will be implemented in this sector, following the objectives and projects supported by the MIP, Indo-Pacific Strategy and Global Gateway that include Timor-Leste as beneficiary country.

#### **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 will be mainstreamed across all activities, ensuring strategic communication activities are inclusive and gender-sensitive.

#### **Human Rights**

All strategic communication activities will be values driven, integrating the key principles (participation, non-discrimination, accountability and transparency) of the human rights-based approach.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action is considered relevant for the inclusion of persons with disabilities. All activities will be designed to ensure they are inclusive and accessible.

#### **Reduction of Inequalities**

Following the Global Gateway Strategy, this project will address the reduction of inequalities, promoting and communication on European Union values on the need to reduce inequalities, to ensure a more equal society in Timor-Leste.

#### **Democracy**

The activities of the communication strategy will take into account the principles of democracy, government accountability and good governance, as cross-cutting issues and priorities of the MIP and Global Gateway. The action will have activities to promote an inclusive participation of Timorese citizens in discussions and decisions, not only through the projects being implemented, but also with the activities conducted under the Strategic Communication Plan of the European Union Delegation.

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

This action will indirectly contribute to conflict sensitivity, peace and resilience. In Timor-Leste there is high youth unemployment with very low levels of vocational skills and very deficient basic education. Timor-Leste has one of the youngest populations in the world, with nearly 62% below the age of 25. While being an opportunity and an asset if it is invested in strategically, the young population increasingly exerts pressure on the economy as well as on social services and therefore, on peace and stability. Considering that one of the targets of this action is youth, the activities will address as well conflict sensitivity, peace and resilience of Timorese citizens.

#### **Disaster Risk Reduction**

The action will not contribute directly to disaster risk reduction but will communicate and sensitise Timorese citizens towards the prevention of new and reducing existing disaster risk and managing residual risk, to strengthen resilience and achieve sustainable development, through the projects and initiatives supported by the European Union in the MIP and Asia and Pacific programmes.

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

Not applicable

### 3.4 Risks and Lessons Learnt

<b>Category</b>	<b>Risks</b>	<b>Likelihood (High/ Medium/ Low)</b>	<b>Impact (High/ Medium/ Low)</b>	<b>Mitigating measures</b>
Planning, Processes and Systems	Delays in the implementation of the interventions and in the achievement of the results proposed	Medium	High	Follow up closely the implementation of the projects and collect accurate and timely information on communication activities
People and Organisation	Low feedback and participation of the projects in the strategic and inclusive communication plan	Medium	High	Provide clear orientations about new guidelines on the strategic communication to the implementing partners  Involve the implementing partners in the communication actions
Planning, Processes and Systems	Implementation of disperse communication actions by the projects	Medium	Medium	Follow up closely the implementation of the actions and identify in advance the actions that can contribute to demonstrating the EU priorities and values
Planning, Processes and Systems	Lack of coordination with actions supported by EEAS, Political and Information Budget or other programmes	Low	Medium	Continue with the elaboration of a joint Communication and Visibility Strategy, promoting a Whole delegation approach to strategic communication and public diplomacy.
<b>Lessons Learnt:</b>				

Based on past experience with communication carried out at projects level, the following elements must be taken into account for a successful communication strategy:

- good coordination between EU Delegation and Headquarters;
- ‘whole of Delegation’ approach to strategic communication and public diplomacy;
- ensuring coherence between different funding sources, notably those managed by EEAS and FPI;
- good management of the various contracts;
- high quality of experts supplied.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is to support the EU Timor-Leste partnership. It will enable the EU to build support for priorities under the country MIP and key global and regional strategies.

By targeting specified audiences through professionally designed and implemented strategic communication activities, the action will contribute to measurably increase awareness, understanding and perception of the EU’s partnership with the country.

### 3.6 Logical Framework Matrix

Given the nature of this Action a Logical Framework Matrix is not required at Action level.

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

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

### 4.3 Implementation Modalities

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

#### 4.3.1 Direct Management (Procurement)

The programme will be implemented through direct management using procurement contracts.

The procurement will contribute to achieving the Specific Objective of the action: “Measurably increase awareness, understanding and perception of the EU priorities, in particular Global Gateway.”

### 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

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities</b>	
Procurement (direct management) – cf. section 4.3.1	800 000
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	covered by another Decision
<b>Totals</b>	800 000

#### 4.6 Organisational Set-up and Responsibilities

A strategic communication steering group will be established at Delegation level to oversee and validate the overall implementation of the action, in accordance with the country-level strategic plan which has been developed. The group will be composed by the Head of Delegation, the Head of Cooperation, the Head of Political Section, the Communication Coordinator and the Press and Information Officer. This should dovetail with specific press & information and public diplomacy activities funded through other envelopes and the Annual Strategic Communication Plans of the Delegation.

It is the responsibility of the EU Delegation to ensure communication related to Global Gateway and TEIs are fully integrated into these country-level strategic plans. Detailed Terms of Reference will be prepared for each activity. The strategic communication and public diplomacy Coordination Mechanism will provide any necessary strategic guidance and support at HQ level.

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 and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

## 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.

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).

Examples of key indicators for measuring the performance of this operation may include:

- positive perception of the EU as a partner
- social media reach and engagement
- media items published in top tier media
- website visits, bounce rate and conversation rate
- video views and view through rate
- message recall and follow-up
- number of stories collected and published



- other indicators to be defined in the preparation of the Terms of Reference

Key indicators for measuring the performance of this operation will be derived from the Contractor Assessment Form to be completed at the end of the assignments covering performance of the contractor, performance of experts and overall performance.

All monitoring and reporting shall assess how the action is considering the principle of gender equality, human rights-based approach, and rights of persons with disabilities including inclusion and diversity Indicators shall be disaggregated at least by sex.

## 5.2 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the action is designed to implement a new approach to Delegation-led strategic communication activities at country-level.

The Commission shall inform the implementing partner at least two months 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

Strategic communication activities will be implemented to ensure awareness, understanding and perception of the EU and its partnership with the country is commensurate with the scale, scope and ambition of our sustained engagement. Public facing campaigns and political communication, particularly around the Global Gateway priorities and Team Europe initiatives, will focus not only on what the EU does, but why, including by emphasising shared values, interests and impact, and promoting the EU's leadership role on key priorities.

With varying emphasis, activities will focus on two complementary types of audience, at global and country levels:

### Global Level

- Wider audiences, comprising citizens, especially in the 18-35 age bracket, who are not involved in policy, advocacy or international relations, and who may hardly be aware of the EU.
- Key political and opinion leaders and the wider diplomatic community which will be targeted through political communication, especially in the context of Summits, events and visits.

### Country Level

- Beneficiaries of actions implemented with support of the European Union.
- Resident population in Timor-Leste, as well as all as all development partners acting in the country.

These activities will be based on a multiannual strategic plan and the Delegation annual communication plan which reflect the objectives of the EU Delegation as a whole.