ANNEX IV

of the Commission Implementing Decision on the financing of the annual action plan - part 2 - in favour of the Latin America and the Caribbean region for 2021

<u>**Action Document for EU-LAC Digital Alliance**</u>

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

1. Title **CRIS/OPSYS** **business reference** **Basic Act**	EU-LAC Digital Alliance CRIS number: NDICI LA/2021/043-458 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	This action will support the EU-LAC Digital Alliance Regional Team Europe Initiative.
3. Zone benefiting from the action	The action shall be carried out in Latin America and the Caribbean in the countries eligible under the Multiannual Indicative Programme for Latin America for the period 2021-2027
4. Programming document	The Americas and the Caribbean Regional Multiannual Indicative Programme (MIP) 2021-2027
5. Link with relevant MIP(s) objectives/expected results	Direct link with regional MIP Priority area 2: digital transformation and innovation, that has as specific objectives to (1) strengthen standardisation and regulatory and policy cooperation on issues of common interest, (2) develop digital backbone connectivity within the LAC region and with the EU, (3) foster private sector collaboration, competitiveness and innovation in the digital area and (4), support the development and broad use of digitally-enabled products and e-services where the EU has specific expertise (e.g. supercomputing, space sector / earth observation, green digital services). Link also with the Caribbean window.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	220 - Information and communication technology (ICT), Computer hardware and software; internet access; IT training; - Communications policy and administrative management, Communications sector policy, planning and programmes; institution capacity building and advice; 250 – Business development services.
7. Sustainable Development Goals (SDGs)	SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Other significant SDGs: SDG4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities, and digital skills for all, SDG 5: Gender equality and women's empowerment

	SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all,
	SDG 10: Reduce inequalities,
	SDG 13: Climate action,
	SDG 17: revitalising global partnership for sustainable development, through enhancing the use of enabling technology, in particular ICT.
8 a) DAC code(s)	22010 - digital governance;
	22040 (and 22020) - connectivity;
	22040 - skills
	22013 - e-services
8 b) Main Delivery Channel @	10000 Public sector institutions
	20000 Non-governmental institutions and civil society
	40000 Other multilateral institutions
	60000 Private sector institutions
9. Targets	<Please, indicate (if relevant) to which target(s) (including NDICI-Global Europe Regulation, INTPA and EU targets) this action is contributing to (indicatively)>
	☐ Migration
	☒ Climate
	☒ Social inclusion and Human Development
	☒ Gender
	☐ Biodiversity
	☒ Education[1]
	☒ Human Rights, Democracy and Governance[2]

10. Markers (from DAC form)	**General policy objective @**	**Not targeted**	**Significant objective**	**Principal objective**
	Participation development/good governance	☐	☒	☐
	Aid to environment @	☐	☐	☒
	Gender equality and women's and girl's empowerment	☐	☒	☐
	Trade development	☒	☐	☐
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction @	☐	☐	☒
	Inclusion of persons with Disabilities @	☒	☐	☐
	Nutrition @	☒	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity @	☐	☒	☐

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[1] This target is specific to INTPA. If the action is marked as contributing to the Education target, please make sure the target on "Social inclusion and Human Development" is also marked.

[2] Thematic target for geographic programmes (at least 15%) in delegated act.

	Policy objectives	Not targeted	Significant objective	Principal objective
	Combat desertification @	☒	☐	☐
	Climate change mitigation @	☐	☒	☐
	Climate change adaptation @	☐	☒	☐
11. Internal markers and Tags:	**Policy objectives**	**Not targeted**	**Significant objective**	**Principal objective**
	Digitalisation @	☐	☐	☒
	Tags: digital connectivity	☐	☐	☒
	digital governance	☐	☐	☒
	digital entrepreneurship	☐	☐	☒
	job creation	☐	☒	☐
	digital skills/literacy	☐	☐	☒
	digital services	☐	☐	☒
	Connectivity @	☐	☐	☒
	Tags: transport	☒	☐	☐
	people2people	☐	☐	☒
	energy	☒	☐	☐
	digital connectivity	☐	☐	☒
	Migration @ (methodology for tagging under development)	☒	☐	☐
	Reduction of Inequalities (methodology for marker and tagging under development)	☐	☒	☐
	Covid-19	☐	☒	☐

BUDGET INFORMATION

12. Amounts concerned	Budget line(s): BGUE-B2021-14.020140-C1-INTPA: EUR 45 000 000
	Budget line BGUE-B2021-14.020141-C1-INTPA: EUR 5 000 000
	Total estimated cost: EUR 50 000 000
	Total amount of EU budget contribution EUR 50 000 000
	This action is part of a Team Europe Initiative. The commitment of the EU's contribution to the Team Europe Initiatives foreseen under this annual action plan will be complemented by other contributions from Team Europe partners. It is subject to the formal confirmation of each respective partners' meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise the EU action may continue outside a TEI framework. Germany, France, Spain, Slovenia, Estonia, Finland, Portugal, among others have expressed their interest to participate, along with the European Development Bank.

MANAGEMENT AND IMPLEMENTATION

13. Type of financing[3]	**Direct management** through:
	Grant
	Procurement (Service contracts)
	Administrative Arrangement
	Delegated cooperation
	Indirect management with entities to be selected in accordance with the criteria set out in section 4.

1.2. Summary of the Action

The Overall Objective of this action is to contribute to achieving an ambitious EU-LAC Digital Alliance, based on the mutual interest of the regions to join efforts towards achieving an inclusive and human-centred digital transformation. Implemented through a regional Team Europe Initiative (TEI), it will address digital transformation and innovation key priorities, as defined by the 2021-2027 MIP for the Latin America and Caribbean (LAC) region.

In particular, the proposed action aims to:

1) **Improve and harmonise digital policy** and regulatory frameworks through an EU-LAC policy dialogue on issues of common interest (e.g., on data protection and data sharing, cybersecurity, interoperability, AI, satellite data and signals, etc.).

2) Expand the **BELLA programme** by building secure **digital regional backbone connectivity** for research and education networks within the LAC region and with the EU, and thus boosting bi-regional education and scientific cooperation by allowing fast and secure use and distribution of large data (e.g. from earth observation via the regional Copernicus centres).

3) Foster **multi-stakeholder and private sector collaboration, competitiveness, digital skills and innovation** in the digital area, through the establishment of a regional EU-LAC Digital Accelerator. This includes providing access to finance, promoting impact investments, fostering triple helix collaborations and supporting the delivery of e-services, by both public and private entities.

4) **Establish a regional Copernicus strategy including a data centre** for emergency risk management in Panama and a regional backup Centre in Chile, in order to enhance the resilience of the Latin America and Caribbean countries by supporting their spatial data management capacity and strategic use.

The action is composed by four separate but complementary components, which will maximise each other's impact in the long term. Enhancing convergence and alignment of policy and regulatory frameworks will be key for bringing the EU and LAC digital markets closer together and for fostering good governance, transparency, participation and accountability. Better harmonised policies and digital regulations will provide more predictable and safer environments for the digitalisation of the public and private sector and attract more investments.

Secure and high-speed connectivity is a precondition for reaching the potential of the digital economy. Faster, more affordable, reliable and secure connectivity for research and education institutions will foster bi-regional R&D collaboration and in turn enable innovation in digital products and services. This will be key to strengthen EU-LAC trade and investment relations in the future, in a context where digital services

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[3] Art. 27 NDICI

and products will increase exponentially in the years to come. It will also enable key sectors working on environmental resilience or climate change adaptation to access and use collaboratively the-state-of-the-art earth observation data and the derived e-services, produced by the Copernicus data hub. This will in turn help countries to better cope with natural or man-made disasters, to adapt to climate change or protect biodiversity, and foster industrial collaboration on these issues. BELLA and, more globally the EU-LAC digital alliance have been exemplified as a model of digital Global Gateway strategy as presented by the Commission in its communication on December 1st.

The EU-LAC Alliance will place a strong focus on facilitating investments and partnerships in the digital transformation with a human rights and gender perspective. Under the component aiming at fostering multi-stakeholder and private sector collaboration, competitiveness and innovation in the digital area, private-public collaborative networks and mechanisms could be established, maximising the chances for EU and LAC partners to meet. Such collaborative schemes could utilise the skills, e-products and research outputs of the other action components and benefit from new finance (including i.e. blending mechanisms), investment opportunities and business models made available through new enabling policies and regulatory frameworks.

2. RATIONALE

2.1. Context

Challenges in LAC

The Latin America and the Caribbean region is the most affected region in the world by the COVID-19 pandemic, which sparked the deepest economic crisis in LAC since records began. The already low levels of public and private sectors' digitalisation have impaired LAC **countries' resilience** during the COVID-19 crisis and rendered the long-term consequences ever more challenging. The crisis has also unveiled the hard reality of **digital inequalities** in the region, both between and within societies, between women and men, especially in terms of digital connectivity and digital skills.

Despite significant advances of the last 15 years, LAC´s digital development level remains relatively modest and lags behind other regions. One main factor is the deficiency of the ICT infrastructure, with an average of only 45.5% of LAC households covered by broadband connection[4] and 42% mobile broadband penetration.[5] Both mobile data and fixed broadband have become less affordable in 2020 due to a lower average income (International Communication Union 2021 report).[6] A lesser internalisation of digital technologies in the business models also hampers productivity: while 70% of companies in OECD countries use the Internet in their supply chain, only 37% of the companies in LAC do so. LAC has a **lower productivity** than the OECD's average and its MSMEs competitiveness accounts to only 6% of large companies (66% in Europe).[7] Nonetheless, when a LAC company integrates the technology from its European equivalent, it could see its competitiveness multiplied by 700%.

On the regulatory front, the **outdated and/or complex regulatory frameworks disincentives foreign direct investments** in tech limit cross-border tech partnerships or **disallow coordination between countries**[8]. The region scores 72.3 of 100[9] in ITU's Information and Communication Technologies (ICT) Regulatory Tracker index 2019, with 12 economies with a 2nd generation of regulation, 12 with a 3rd and

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[4]   FarF from the 86.3% average of OECD countries (IDB Feb. 2021)
[5]   ITU Connecting Humanity report, 2020.
[6]   Report of the CAF Digital observatory 'The State of Digitization in Latin America facing the Pandemic' ,
[7]   CEPAL and CAF, Las oportunidades de la digitalización en América latina frente al COVID-19, 2020
[8]   https://unctad.org/page/technology-and-innovation-report-2021
[9]   https://tracker.gen5.digital/metrics

only 8 eighth with updated their regulatory frameworks to 4th generation standard (the EU score is over 95/100 and all the countries are at 4th generation).

LAC countries' **capacities to use, adopt and adapt the technologies** are below those of other regions (North America, Europe, Asia and Oceania), highlighting the need to address issues such as ICT deployment, skills, R&D activity, industry activity and access to finance. The LAC countries also have a traditionally low level of R&I investment and patent applications. **Access to quality and real time data** has been a limiting factor for the researchers and decision-makers, especially for those dealing with vulnerabilities and resilience-building in the context of climate change and the increasing occurrence of natural and man-made disasters.

Relevance for the EU

LAC is central to the EU's global ambitions. The two regions are among the most integrated in the world (27 association, trade or political agreements). LAC represents a market of growing importance for EU businesses, which are leading on investment volumes in the region. Investment flows shifted towards the digital economy or telecoms sectors, supporting the modernisation of economies and sustainable growth in LAC. Through the EU-LAC Digital Alliance, the EU will leverage its business and R&I presence in the region.

LAC is also a natural partner in many multilateral negotiations, which is key in a context where digital issues feature prominently on the agenda of the UN or other multilateral organisations and authoritarian states promote their own approach on governance and cyberspace.

Through the EU-LAC Digital Alliance, the EU would build a strong international partnership for sustainable digital transformation with its like-minded partners, as called by the Digital Compass Communication. The four main goals for the next decade will be addressed by the EU-LAC Digital Alliance policy dialogue and actions: (a) a digitally skilled population and highly skilled digital professionals, (b) secure and substantial digital infrastructures, (c) digital transformation of businesses, and (d) digitisation of public sectors.

At political level, there is consistent determination from both sides to deepen cooperation in the digital domain. The EU-LAC meeting of Foreign Affairs Ministers of December 2020 called for setting-up an EU-LAC Digital Alliance and underlined its benefits for both regions. The promotion of digital transformation, the cooperation on technological advancement and the digital economy, the promotion of research, development and innovation initiatives and improvement of the digital infrastructure are also key shared objectives outlined in the future EU-OACPS Association Agreement (post-Cotonou). On the LAC side, the regional digital agenda eLAC2022 namely expresses that the region could benefit from EU experience in building the EU digital single market. The value of the EU for LAC as a partner promoting a fair, value-based and human-centred digital transformation framework was also demonstrated in the past, with so far 9 LAC countries adopting data protection rules as inspired by the EU GDPR[10]. That position is to be strengthened vis-a-vis other global actors and their technological development models.

Building on a partnership

In her State of the Union 2021, pronounced on September 15 2021, President von der Leyen announced the Global Gateway strategy, which promotes Global Gateway connectivity partnerships, that has been the source of the publication of December 1st 2021. The EU-LAC Digital Alliance should be developed in this framework. The EU can offer its unparalleled state-of-the-art digital and satellite **regulatory expertise** (e.g. in the fields of digital connectivity, cloud, data, e-government, e-procurement or e-services)**, global standard setting power and market-leading technology**.

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[10] In Latin America, Chile was the first country to adopt a law based on GDPR principles in 1999, followed by Argentina in 2000. Several countries have now followed suit: Uruguay (2008), Mexico (2010), Peru (2011), Colombia (2012), Brazil (2018), Barbados (2019) and Panama (2019 entered into force in March 2021)

The EU is well placed to support LAC's sustainable and digital recovery with a window of opportunity to propose a credible and attractive alternative to competing models in the region.

The ongoing digital transformation in LAC and the region's plans to accelerate regional digital integration create demand for increased EU digital cooperation. The EU's unique experience in consolidating its **Digital Single Market** can inspire similar approaches and increase convergence in the digital area, benefitting the private sector on both sides.

The **EU´s value-based, human-centric approach** is seen as an attractive model for a region that shares many of the EU values. The EU-LAC Digital Alliance has the potential to bring together nearly 1/3 of UN Member States for a human-centric approach to the digital transformation in respect of data protection and for the promotion of global rules and standards.

This intervention is **framed by the principles and objectives of the 2019 Joint Communication** to the European Parliament and the Council "*European Union, Latin America and the Caribbean: joining forces for a common future*". The proposed actions will answer to the shared ambition of EU and LAC governments to work jointly towards a sustainable recovery from the COVID-19 pandemic, as **declared at the EU–LAC informal ministerial meeting of December 2020**.

The proposed action is also **aligned with the eLAC2022 Digital Agenda**, coordinated by the UN regional Economic Commission ECLAC and approved by the 7th Ministerial Conference of November 2020. eLAC 2022 sets the region's digital priorities, aiming to be the catalyst for regional cooperation on digital matters and the mechanism to promote policy design, capacity-building and political dialogue on digital transformation. The Team Europe approach combines instruments and contributions by all development partners from Europe and EU institutions and seeks a digital economic partnership between Europe and partner countries. The EU targets to evolve as a global role model for the digital economy in setting digital standards and supporting developing economies to go digital. The **Team Europe cooperation policy** promotes a swift, sustainable implementation of the EU Digital for Development (D4D) Agenda, focussed on (a) Digital and data governance (b) Digital connectivity (c) Digital entrepreneurship and skills, and (d) Data Technologies and Applications (e-Services).

2.2. Problem Analysis

The human-centred digital transformation process in the LAC region, aiming to achieve sustainable development goals and social and economic growth, is hindered by a certain number of factors. Digital infrastructure in the LAC region is often insufficient and its access is costly: for the bottom 40% of the population, the cost of mobile ownership averages at 17% of their income (source GSMA 2020[11]). Key inhibiting factors to the modernisation of the region's digital economy include the following:

- The **legal and regulatory frameworks in the field of digitalisation** are neither harmonised across borders within the LAC region nor with the EU regulations. The regional governance mechanisms to support digital transformation need to be upgraded, in order to be able to respond on time to the issues, threats and opportunities arising from fast digital development. The absence of a permanent venue for a sustained regional EU-LAC policy dialogue and collaboration on digital issues creates legal uncertainty, limits investment flows and slows down potential innovation. The EU-LAC Digital Alliance can address this challenge by providing a platform for an EU-LAC policy dialogue, which aims at improving and harmonizing digital policy and regulatory frameworks within the region. A more harmonised regulatory environment with a better collaboration increases the investment potential and fosters the effective adoption of key technologies in all fields. Further areas positively affected by harmonized and updated digital policies include public services (education,

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[11] https://www.gsma.com/mobilefordevelopment/wp-content/uploads/2015/02/Connected-Society-Digital-inclusion-in-Latin-America-and-the-Caribbean-1.pdf

heath etc.), government efficiency, private sector productivity, job quality, sustainable rural development, climate change resilience, civic participation, and accountability.

- Central American and Caribbean tertiary **education institutions and research centres** are currently paying a much higher price for data exchanges than their LAC counterparts that are already connected via the BELLA network. Additionally, they are facing a lower quality, lack of redundancy (currently all data flows transit through the USA) and trust and security issues. By developing an efficient regional digital broadband connectivity for research networks within the LAC region and with the EU, the EU-LAC Digital Alliance can enable more collaboration among key educational and research communities, foster knowledge and data exchange, and open possibilities for EU-LAC collaboration in fields like High Performance Computing, Artificial Intelligence, Internet of Things & 5G, and the uptake of Earth Observation data. It would also enable more business opportunities to develop innovation for digital products, services, and applications.

- LAC ranks as one of the lowest regions in **innovation** adoption, as shown by the Frontier Technologies Readiness index published in the Technology and Innovation Report 2021 published by UNCTAD[12]. The situation is even worse when looking to micro and small enterprises that are constituting the large majority of companies in Latin America and the Caribbean. This innovation gap between Europe and LAC can be addressed by fostering multi-stakeholder and private sector collaborations within and between the regions. Via these platforms, the EU-LAC Digital Alliance can identify potential innovative business partnership opportunities facilitate matchmaking for fruitful joint ventures and provide access to financing pathways. Further potential positive outcomes include the augmented flow of technological investments and the increased presence and dissemination of key EU technologies and adoption of EU technological standards in this region.

- The **Copernicus programme** is under-utilised in Latin America and the Caribbean. This is due to several critical factors (limited data storage, little data computing capacity, slow data exchange, lack of awareness). These issues would be alleviated by the launch of a regional Copernicus data centre for emergency risk management in Panama and a Copernicus Mirror site in Chile with a user uptake program. Mutual benefits are expected for both the EU and LAC countries (climate change management, crisis prevention and management, business opportunities, etc.).

- The Latin American and Caribbean regions both have a high exposure to climate change impact and natural disasters[13]. The Global Climate Risk Index developed by Germanwatch ranks Central America and the Caribbean as two of the most vulnerable geographic areas in the world[14]. The EU-LAC Digital Alliance can enhance the region's resilience by supporting their spatial data management capacity and its strategic use for monitoring disaster risk and recovery processes.

- Furthermore, the region could benefit from competitive digital services and technologies in areas with marked EU competences, tailored for the use of both public and private sectors. It could improve its own data processing capabilities with more accurate information from partner countries and thus strengthen its role and influence in the field of remote sensing.

Stakeholders

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[12] [2]https://unctad.org/webflyer/technology-and-innovation-report-2021

[13] 2020 WorldRiskIndex clearly shows that disaster risk is very heterogeneous, and geographically, highly concentrated – global hotspots as Central America. Furthermore, it is apparent that island states, in particular and across all regions of the world, have a very high risk. See https://reliefweb.int/sites/reliefweb.int/files/resources/WorldRiskReport-2020.pdf. Hurricanes are the most frequent natural disaster in the region, and are often accompanied by floods, and are expected to further increase due to climate change. Earthquakes are frequent in Central America for geological reasons as five tectonic plates meet in Central America and the Caribbean.

[14] https://germanwatch.org/en/cri The most vulnerable countries or territories in the region include Honduras (2); Haiti (4); Nicaragua (6); Dominica (10); Dominican Republic (12); Guatemala (14); El Salvador (16); The Bahamas (22); and Grenada (24) (Germanwatch, 2020)

The EU-LAC Digital Alliance places the construction of strong multi-stakeholder partnerships and collaboration networks at the core of its design. The TEI is open to all EU Member States to participate and offer new venues and possibilities for European public and private institutions to engage with LAC. Public and private sectors actors of Latin America and the Caribbean would be engaged through the different regional stakeholders and invited to be active in the different action components.

Key stakeholders for harmonizing digital frameworks through EU-LAC policy and regulatory dialogue include:
- LAC and EU ministries in charge of the sector (ICT/Digital/telecom/Data) policy and regulators,
- LAC regional organisations, such as UN-ECLAC as the e-LAC regional digital agenda coordinator, CELAC
- specialised sector agencies such as REGULATEL, CITEL, CTU and COMTELCA and the sub-regional groupings: MERCOSUR, SICA, CARICOM/CARIFORUM, Pacific Alliance
- consumer groups and non-state actors, including organisations representing older people, persons with disabilities, women, and other groups at higher risk of exclusion from digitalisation innovations
- researchers and academics active in the digital (rights) sector,
- technology and telecom sector private sector associations representatives
- EU experts (DG CNECT, DG INTPA, DG DEFIS, EEAS, EUSPA, etc.)

For the activities related to expanding the outreach of affordable, secure and ultrafast broadband connectivity infrastructure, the main stakeholders are RedCLARA, the national research networks of LAC (NRENS) and the European GEANT consortium of European national research and education network (NREN) organisations.

For the component related to the private sector collaboration, competitiveness and innovation in the digital area, stakeholders include EU MS part of the LAC branch of the D4D hub, the EIB, the national and regional LAC and EU ICT/Tech business associations and networks, chambers of commerce, LAC and EU government agencies in charge of digital economy, and international finance institutions. The Team Europe Initiative (TEI) will increase the reach and contribute to engage and promote participation of a larger number of European stakeholders via the Digital Accelerator.

Key stakeholders for areas related to supporting spatial data management capacities include:
- in Panama, Chile and other participating countries the National Authority for Government Innovation, Ministry for Foreign Affairs Ministry for Government Sinaproc, Civil Protection Authority, Universities in Panama, Chile and other LAC countries, private sector,
- The European Space Agency (ESA),
- National civil protection authorities in region, regional disaster management agencies, such as CEPREDENAC (SICA), CDEMA (CARICOMUN Regional Logistics Centre for Humanitarian Assistance, International Charter Space & Disasters,
- Universities in the region.
- From the EU: DG DEFIS, DG INTPA, DG CNECT, EEAS, JRC, DG ECHO, Panama field office EU Delegations, EUSPA.
- Copernicus Relays and Copernicus Academy members; Galileo Information Centres in LAC.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The **framework for the action is aligned with the EU-LAC Digital Alliance.** The Action will address the key priorities for digital transformation and innovation identified by the 2021-2027 MIP for the Latin America and Caribbean (LAC) region.

The Overall Objective (Impact) of this action is to build a strong, comprehensive and mutually beneficial engagement on digital issues between the EU and LAC and strengthen the EU's role as a key partner and player in the digital area.

The Specific(s) Objective(s) (Outcomes) of the action are aligned with that:

Oc1: **Improved regulatory harmonisation of inclusive and sustainable digital policies** and governance mechanisms for digitalisation along common values and interest for the LAC and EU regions

Oc2: **Increased connection to open, affordable and secure broadband connectivity** and digital infrastructure in tertiary education and research networks in LAC.

Oc3: **Increased business and private sector joint-ventures** in the digital and technology innovation area in LAC, improving the uptake of digital skills and job creation.

Oc4: **Increased use of competitive EU space-related and digital services** (e-services) and technologies in areas with marked EU added-value and competences, tailored at LAC needs, for the use of both public and private sectors.

Outputs to be delivered

1   Contributing to Outcome 1 the expected outputs are:
    1.1 **Consensus on key policy and regulatory principles** has been built between LAC and EU policy and regulatory stakeholders.
    1.2 **Increased capacities among LAC policy, regulatory stakeholders and specialised institutions** to design digital policy and regulations in line with sustainable, safe and fair standards.

2   Contributing to Outcome 2 the expected outputs are:
    2.1 **Extension of the BELLA Programme** to other countries of the LAC region.
    2.2 Scaled up **access to common collaboration space and tools** between R&I centres and academia from both the EU and LAC.
    2.3 **Increased scope of the BELLA programme use**, fostering more opportunities for innovation on digital products and applications, as well as knowledge and data exchange and scientific cooperation.

3   Contributing to Outcome 3 the expected outputs are:
    3.1 An EU-LAC Digital Accelerator is established as an EU-LAC **network of public and private sector entities** active in digital transformation.
    3.2 **Gaps, needs, and opportunities are identified** for EU-LAC stakeholders in digital cooperation and digital innovation.
    3.3 Action-oriented **EU-LAC multi-stakeholders dialogue** on key issues regarding digital and data economy facilitated to identify innovative investment opportunities in the digital area
    3.4 Increased **promotion of partnerships, business ventures and collaborations** for digital economy.

4   Contributing to Outcome 4 the expected outputs are:
    4.1 **The decentralized regional data hub is set up** (indicatively in the Republic of Panama), to support the provision and use of Copernicus Emergency Management Service (CEMS) Risk and Recovery products to Latin America and to the Caribbean region.

4.2 **The recovery Copernicus Centre is set up** (indicatively in Chile) to support the development and use of space application products to Latin America and to the Caribbean region.

4.3 **Increased capacities of countries and regional organisations to access Copernicus data** and process it into usable information according to their own protocols.

4.4 **Increased access to Sentinel data and support for disaster management** by the Central American region and the Caribbean

4.5 **Strengthened capacities** of experts from Latin America and the Caribbean to analyse and use Copernicus data.

3.2. Indicative Activities

Activities related to Outcome 1 include:

- **Facilitation of regulatory and policy dialogue** (meetings setting up common agenda etc.) on the EU-LAC level, within the LAC on continental level and sub-regional level to implement the eLAC2022 digital agenda.
- **Research** and analytical work to identify gaps, needs, and formulate recommendations
- **Capacity building** workshops for implementation
- Assistance to develop the relevant legislation
- **Knowledge sharing** activities

Activities related to Outcome 2 include:

- Co-funding the **expansion of the BELLA network t**o Latin America, and then the Caribbean,
- **Activities to enhance the use of connectivity** by the education and research communities and collaboration between and EU –LAC,
- Activities related to **seeking new synergies between BELLA and other EU Programmes**, such as Erasmus+ or Horizon Europe.

Activities related to Outcome 3 include:

- **Set up of EU-LAC Digital Accelerator** governance and strategic plans
- **Facilitation of venues to promote partnerships** in the digital area
- **Maintenance and moderation of the support platform**, populated with relevant digital content
- **Facilitation of virtual events**, meetings, matchmaking activities to identify and drive potential partnerships
- Active networking exchanges and events, **B2B and G2B events** for matchmaking etc.
- Technical assistance to **concretize selected partnership** and investment opportunities
- Provision of a wide range of **business development support services** in order to accelerate business proposals from selected private sector partners.

Activities related to Outcome 4 include:

- Capacity development, equipment, technical assistance, initial operational costs **that contribute to the creation** of the **regional Copernicus Centre for disaster preparedness** for Latin America and the Caribbean and the **Regional Repository Centre.**
- Support provided by the **'Global Action on Space'**

3.3. Mainstreaming

The EU-LAC Digital Alliance implementation strategies will explicitly integrate **the dimensions of environmental protection, climate change, bettering resilience, gender equality, and digital inclusion for social inclusion**. Both enabling the use of technology that makes more effective and efficient the actions of stakeholders working in relation to these issues and ensuring that action itself has a positive balance in terms of environmental impact, social inequalities, gender and social inclusion.

A Rights-Based Approach will be adopted, ensuring a participatory approach that includes considering the interest and the impacts of the activities on vulnerable and underrepresented groups, such as women and micro-entrepreneurs in need of digital skills and tools, older persons and other groups, as well as no discrimination in access to resources, information and accountability in the follow up of policies' implementation.

The proposed action will contribute to the Gender Action Plan III (2021-2025) especially to the thematic objective "addressing the challenges and harnessing the opportunities offered by the digital transformation".

The first component, **the EU-LAC policy dialogue and cooperation on digital policies**, will take into account the dimensions of:

- **Environmental Protection & Climate Change,** factoring-in the potential impact of the digital policies and technological choices on environment and climate. The digital policies and regulation promoted should promote low emissions solutions and alternative energies to power digital infrastructures, enabling more data and better digital tools to design, implement and monitor more efficient environmental policies and actions.
- **Gender equality, empowerment of women and girls and social inclusion** ensuring that digital cooperation promotes an inclusive digital development, with goals, impacts, programs, budget and indicators differentiated by gender, and other exclusion or inequality factors (indigenous, rural, low income etc.). Groups living in vulnerable situations should be part of the consultation to formulate effective polices and regulations Special, and of particular importance is to take into account the accessibility of digital tools and innovations for persons who are at risk of exclusion or disadvantage. Targets and budgets should be allocated to bridge key digital divides including **gender, disability and urban/rural digital gaps.** The policy and regulatory frameworks promoted should integrate the dimensions of **gender** (setting disaggregated targets and indicators, budgets and monitoring fostering investments and policies to close the digital gender gaps). This component will also support the design of policy frameworks that explicitly target developing **digital skills and competencies** needed to thrive in the digital era, as well as accessibility of digital solutions, especially for those **population segments most at risk of exclusion.**
- **Disaster Risk Reduction and resilience**: digital polices and regulations promoted will integrate the need for secure and redundant digital infrastructures, the use of ICT and data for disaster management and vulnerability reduction, cybersecurity strategies etc.
- **Democracy, Human rights and good governance (privacy):** the action will ensure that digital policies and technological choices discussed and harmonised are respectful of and centred on promoting highest standards of human rights, personal privacy, online safety, and active civic participation of the citizens in social and political life. The action will follow the human rights based approach and ensure that transparency, accountability, non-discrimination and participation principles are respected.

For the second component, that will support deployment of affordable broadband infrastructure for education and research networks and promote collaborative research, will take into account the dimensions of:

- **Environmental Protection & Climate Change:** Environmental Impact Assessment (EIA) will be conducted for all the infrastructure projects to ensure compliance with all local regional regulation. Technological choices should consider best practices in this field for minimizing environmental impact and carbon footprint of the infrastructures, including for powering data centres and research activities.

The research promoted over the network will include that on low emissions technology solutions and alternative energies. It will also **provide data and evidence for policy makers and governments** to design, implement and monitor more efficient environmental policies and actions. Additionally, it should increase **research linkages between environmental** agencies, universities and scientific organisations, and researchers and NGOs in Europe and Latin America to produce relevant research and innovations.

- **Disaster Risk Reduction and resilience**: research, innovation, and user applications will be promoted in areas such as **climate change, disaster early-warning systems** to increase awareness of the challenges posed by climate change. It should allow e.g. researchers, emergency management agency to connect faster and use the Copernicus earth observation data, emergency and risk management products and services, and those produced by the regional hub, part of this action.
- **Gender equality and social inclusion: the research network should have** a **positive impact for vulnerable groups** by making education and skills building more affordable and accessible for all women in their diversity. It will be also important for this component to develop **gender related outcome indicators** and monitor them, as proposed by the latest's ROM of the BELLA-S project and promote more gender equality in the Latin American R&E community.
- **Democracy, Human rights and good governance**: The direct link between Europe and LAC should allow for more secure (and private) usages. It is expected that more cross border collaboration in the education and research sectors will create an environment that promotes collaborations across cultures, participation, civic engagements and respect of diversity.

The third component, fostering private sector collaboration, competitiveness and innovation between public and private stakeholders in the digital sector, between EU and LAC, will take into account the dimensions of:
- **For environmental Protection & Climate Change, Disaster Risk Reduction and resilience**: it will seek to ensure that innovative solutions and joint ventures or investments **integrate impact checks** and address key environmental sustainability issues and **provide solutions to augment resilience and boost green economy solutions.**
- **For gender equality and social inclusion,** activities should be designed **to further close the existing gender gaps in the tech sector,** promoting women participation in the activities, and creating solutions that either have a positive impact on gender equity or address specifics needs of women and girls. **Integrating a gender analysis tool** (inclusive of all women in their diversity) for the projects´ selection process and in to the technology solutions design cycles should be proposed.
- **For Democracy, Human rights,** technology and innovation promoted should follow the higher standards possible in terms of **privacy protection (by default),** embed the best practices, such as the principles of the **GPDR framework**, the Digital Services Act and Digital Markets Act for a safer and more open digital space. The new commission Ethics Guidelines for **Trustworthy Artificial Intelligence** (AI) and the EU Regulation on platform-to-business relations (**P2B Regulation**) for creating a fair, transparent and predictable business environment for smaller businesses and traders on online platforms.

The fourth specific objective of this program is dedicated to increase the Central America and Caribbean countries **capacities for disaster and risk management, to enhance resilience** of the region. It will support the local public and private organisations in Central America and the Caribbean capacity to use of earth observation data and **emergency risk and recovery products**.
In addition to addressing environmental sustainability and climate change adaptation, the programme seeks **to increase the resilience of the most vulnerable groups**, **such as rural women and indigenous groups of Central America and the Caribbean.** These groups usually suffer the most from the consequences of poorly managed disaster management.

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood	Impact	Mitigating measures
external environment	Inadequacy of ambitious digital policies. Insufficient LAC public funds for digital transformation due to difficult economic context and lower fiscal income.	M	H	Active EU political engagement and public diplomacy to reinforce the message that digital transformation, economic recovery, growth of fiscal revenue and green transition are mutually reinforcing goals rather than competing priorities. Moving forward with countries that are willing to act swiftly to create a positive momentum in the region as well as cooperating with multi-country or regional organisations. Support in-country coordination mechanisms with a whole of government approach and encouraging social oversight by civil society.
external environment	Slow progress of regional digital integration	H	M	Collaboration with regional partners and organisations (ECLAC, SICA, Pacific Alliance, etc.), creating the conditions to advance the LAC digital integration.
external environment	UN ECLAC and the eLAC2022 mechanism is not effectively functioning to convene key stakeholders	L	M	Increased political engagement, high-level dialogues, public-private dialogues, diplomacy actions. Targeting other regional and sub regional organisations to ensure relevant stakeholder participation (ITU, OEA, CAF, IDB, WB, COMCITEL, CTU, COMTELCA REGULATEL, etc). Engage and receive commitment of the key regional NSAs (APS, ISOC) working on digital rights, technical community (LACNIC etc.) and private sectors associations (ALAI, ASIET, Chambers etc).
external environment	Other global actors are challenging EU's role as a key partner for digital transformation	M	M	Engage in (1) highlighting the key areas of the initiative where the EU has specific competitive advantages and know-how, and (2) promoting the specificity of EU human centred approach to digital transformation (conscious of it impact on people, environment and societies) (3) public diplomacy activities and high level political engagement.
communication and information	Lower than expected pooling of resources from EU / Member States for the EU-LAC Digital Alliance TEI	M	M	Targeted involvement of EU MS and actors on topics on which they have specific expertise and use of other financial instruments (as EFSD+), to mitigate financing needs and ensure buy-in.
planning, processes and systems	low absorption or de-commitment	L	M	In general terms, the risks of low absorption or de-commitment in LAC are limited, as most of the countries are middle and high income and have individually good ambition rates. The modalities of indirect implementation also lower the risks. The only action implemented regionally in this field, the BELLA programme, has not suffered from low absorption or de-commitment. If the pandemic persists, mitigation strategies for its potential negative impact will be taken in agreement with the MS and regional partners.

planning, processes and systems	Disregard of gender and human rights issues	L	L	Gender mainstreaming will be ensured in all activities of the programme. Gender analysis will be conducted. Disaggregated data collection will be supported as part of activities and monitoring and evaluation will assess integration of HRBA principles and impact on gender equality. Commitment for all private sector actors to abide by the UN Guiding Principles on Business and Human Rights.

Lessons Learnt:

The EU has in the past implemented relatively few large actions related to digital transformation, such as the two ALICE programmes that ended few years ago, and the ongoing BELLA programme. Thus, it is relevant to review lessons from other recent programs, such as Elan and Al Invest for the digital transformation of SMEs, but also EUROsocial for experience of @government.

An evaluation exercise[15] **assessed the EU´s regional development cooperation with Latin America in 2009-2017 and provided key lessons and recommendations** to improve and inform future regional cooperation.

Among the key recommendations relevant for this program and that will be taken into account are:

- Strengthen links and feedback loops between regional programs and bi-regional dialogue;
- Define specific strategies and models to strengthen innovative collaborative approaches, including South-South and triangular cooperation (North-South-South);
- Promote regional mechanisms and tools to **facilitate networking, coordination and monitoring**;
- **Reinforce high-level dialogue** and country stakeholders' participation to strengthen the security-development nexus;
- Focus on **improving the private sector development** framework to enable MSME growth;
- Strengthen **reciprocity and inclusion of higher education programmes** and improve links with other European interventions;
- Improve coordination between regional, national and thematic cooperation with a focus on EU Delegations and Headquarters' roles.

ELAN's program final descriptive report contains detailed recommendations for future interventions of this kind that are relevant for 2 of the 4 components of this program:
- This pilot phase has demonstrated that it responded to a need for European companies and making a link between economic diplomacy and development cooperation.
- Interestingly, LA countries ended up supporting ELAN as it offers opportunities of business with new providers and support good investment in their countries. They consider it as a tool for improving the global value chains and access to technologies.
- ELAN's services are particularly useful for EU Member States without or with limited trade representation in the countries covered.
- Communication / visibility is key for the success of this kind of programme. The regional dimension of the programme had an added value: A single point of entry and information window for several countries.

Lessons - "EU and LA Business Services and Innovation Network (ELAN) – Component II"
- ICT sector has the greatest potential for technology-based business opportunities and strategic alliances between the EU LAC countries.

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[15] https://ec.europa.eu/international-partnerships/system/files/evaluation-latin-america-2009-2017-main-report-vol-1_en.pdf

- It takes time for such a network to grow and to gain the trust and commitment of all its members. - expected results are very low during the first year and improved a lot during the 3rd and last year of implementation.
- Stakeholders: Working with actors of the whole innovation ecosystem in each EU and LAC country: public institutions + knowledge and technology-based organizations + business support organizations [= triple helix] + companies. The figure of "country coordinators" has been key in the achievement of results
- Activities should be tailored to the maturity of the innovation ecosystem of each country.
- Maintain the component of capacity building of European and Latin-American research and innovation agents, for long lasting results.

Relevant conclusions from the @LIS2 Programme Evaluation

- **Stages in longer processes**. The three @LIS2 Programme projects functioned as parts of more extended processes, a coherent continuum, integrated into development strategies of Latin America.
- **Helpful programme design characteristics**. The design attributes of the @LIS2 programme contributed to its successful results: (i) composed of only three projects, i.e. an easier programme to manage; (ii) well-chosen projects; already successful in @LIS1 and regional so extending more benefits widely; and, importantly, (iii) networked projects, involving a large, diverse community of stakeholders across the region and from Europe.
- **Coherence with existing policies**. in line with EU development cooperation policies, thematic priorities in EC's cooperation with LAC and with regional and national policies in the region,
- **Strengthening Europe – Latin America relations**. whether among policy makers, government officials, researchers or regulators, human connections are as intangible as valuable, and will likely be leveraged over time
- **Little collaboration among projects or outwards**. he most evident weakness was the scarcity of internal collaboration among the three projects, when there seemed to exist potential
- **Proper Communications and Visibility results**. The activities related to Communications and Visibility, an important part of projects that have policy orientations and aim to achieve wide participation
- **Achieving institutional sustainability is a significant challenge**. Projects like CEPAL-@LIS2 and ALICE2 make major strides by careful planning and a properly implemented exit strategy. .Lack of native financial mechanisms in Latin America makes it more difficult to support regional initiatives
- **Regional initiatives with numerous stakeholders are complex to manage**. Such initiatives are largely networked projects, with a capable administrator (network mgr), combining planning and flexibility. Proper involvement and communication with key stakeholders during project formulation (i) improve the quality of project design, (ii) internalizes expectations and (iii) facilitates understanding about management procedures
- The eLAC **process is unique** in the developing world. It resulted from (i) sustained support (about 8 years), (ii) a capable technical Secretariat (CEPAL), (iii) political will by key countries, and (iv) obtaining results along the way (decreased broadband rates, prospects for a new fibre-optic ring, etc.)
- **Community building can be important** to a project (particularly to a networked project). But often it is not a specific activity and is none's direct responsibility (hardly any explicit work in CEPAL-@LIS2; some but insufficient in RedCLARA). The eLAC process advanced multistakeholders involvement. But it is seen by some (particularly from Civil Society) as a 'governmental' process. Multistakeholders involvement is rarely sought by national governments at home. This reduces openness and productivity. It also distances it from the reality of Information Society development (driven by many actors).
- **RedCLARA has reached impressive levels in terms of infrastructure** and institutional organisation. **But it remains under-utilized.** This is probably due to insufficient volumes of research requiring potent computational capacity in those countries.

BELLA Programmes (from Result-oriented monitoring):

- **BELLA** (Building the Europe Link with Latin America) is a new digital highway for knowledge and data exchange that will connect the EU to LAC through a **Trans-Atlantic submarine fibre-optic cable** various LAC countries amongst each other as well. This allow independence from external sources
- It is important to give of **equal access to digital services**, to avoid social exclusion and maximise the potential for digital growth.
- The first beneficiaries are national education and research networks, it is important to open collaboration to the private sector.
- Focus a potential new phase of BELLA-T on capacity development, and geographic extension outside South America
- By the end of BELLA-T's implementation, consider undertaking a strategic revisiting of RedCLARA's objectives and positioning for the mid-long term and also including an explicit alignment of RedCLARA to Agenda 2030 and the SDGs. Consider an approach to support climate change research based on the Copernicus program data, academy, and relay initiatives.

COPERNICUS: From similar experiences in other geographical areas (e.g. South-East Asia):
- **It is critical** to start discussions with implementing partners and regional actors involved, early in the process, to ensure buy-in and ownership from the local partners on one side and smooth implementation on the other.
  - To ensure take up of the full potential offered by the action, previous experience show that awareness raising campaigns and capacity building have played a key role. This is to ensure that local/regional actors (public and private) are familiar with the requirements and potential offered by the Copernicus data centre and can capitalise on it.

3.5. The Intervention Logic

The four interlaced components of this action reflect the priorities identified in the Regional Multiannual Indicative Programme. The synergies between them are designed to maximise their potential and returns on the investment.

Better harmonised policies and digital regulations will provide a more favourable, predictable and safer environment for the digital transformation of the public and private sector, attracting more investments, which, in turn, will capitalise the skills and innovation products developed by the other components.

Faster, more affordable, reliable and secure connectivity for research and education sectors will increase digital capacities, support the development of new skills and talent, and enhance R&D collaboration.

The connectivity component will also enable key stakeholders working on sustainable development, climate change adaptation or designing policies for resilience to access and use collaboratively the state-of-the-art earth observation data and the derived e-services, produced by the Copernicus Data Hub.

To foster private sector digital collaboration, competitiveness and innovation, the establishment of a private/public/innovation sector collaborative network will maximise the possibilities for connecting the EU and LAC partners. Those joint ventures could utilise the skills, e-products and research outputs of the other program components and benefit from new investment opportunities and business models made available thanks to a more favourable policy and regulatory framework.

The **intervention logic** of each of the four action components is as follows:

- The first component aims to improve the digital governance, the harmonisation of the legal and regulatory digital environment through and the alignment of digital policies. It shall be implemented under the responsibility of the global D4D hub in close collaboration with the ECLAC (UN Economic Commission for LAC), owner of the eLAC2022 Digital Agenda, and factoring-in the conclusions of the 2020 Latin American and Caribbean Economic Outlook (LEO 2020), under the European Commission monitoring. It will bring together policy makers on both sides, helping to build consensus on digital policy and regulatory matters. The EU will ensure a strong steer of the component, both at the level of setting the focus of the policy/regulatory cooperation, as well as at the level of implementation.

- This component will improve digital governance, creating the institutional mechanisms for dialogue and cooperation as needed, at the national, cross-border/sub-regional and regional levels. It will foster adoption of common principles, frameworks and/or standards by EU and LAC countries in key areas such as digital development agendas, data protection, privacy protection, misinformation, accessibility, cybersecurity, interoperability, inclusive and accessible eID systems, data economy, technical ICT products and protocols, eServices, the platforms regulation, IP, IOT, artificial intelligence etc. It will achieve this by proposing common reference frameworks, regionally shared templates for laws and regulations and inputs for national laws and regulations or other collaborative actions to foster convergence. The action also seeks to provide more legal certainty for investors, promote more human-centred and rights enabling approaches to digital transformation and build closer alignment at multilateral level. It will further support more effective LAC national policies to develop capacities, skills and competencies required in the digital era, especially within those population segments most at risk of exclusion and it will foster the participation of women. The LAC digital space should be strengthened thanks to its partnership with the EU. This is also conducive to affordable access to broadband for all and a level playing field for EU and local businesses, notably through a targeted technical assistance programme.

- The EU-LAC Digital Alliance will also contribute to strengthening the backbone connectivity within LAC and its interconnectivity with the EU. The BELLA programme co-finances the submarine fibre-optic cable (BELLA-S) and the terrestrial connection (BELLA-T) connects 12,000 academia and innovation centres of both continents and benefits up to 65 million researchers. BELLA enables innovation and the development of new data intensive services (e.g. Big Data) that rely on high-speed transatlantic connection. The aim is to extend the BELLA network over the continent, in particular to close the Latin American backbone loop, and include Central American and Caribbean countries. The digital connectivity infrastructure connecting LAC with the EU will thus be improved and scaled up, and also connected to Africa. BELLA will improve access to common collaboration space and tools between R&I centres and academia from both the EU and LAC, leading to increased collaboration between the EU and LAC in fields like High Performance Computing, Artificial Intelligence, Internet of Things and 5G, uptake of Earth Observation data. Business opportunities for innovation on digital products and applications will also be increased, as well as knowledge and data exchange and scientific cooperation, while ensuring trustworthy and secure connectivity respecting people's privacy. BELLA's manager and implementing partner, RedCLARA, is developing additional collaborative instruments for connecting the private sector, as well as earth observation and data centres to its innovation network. As proposed in the ROM evaluation, RedCLARA will also play a key role in the deployment of Copernicus activities in Latin America and the Caribbean.

- The Digital Alliance - through the EU-LAC Digital Accelerator (using the D4D hub platform) - will foster bi-regional digital partnerships and create investment opportunities in digital area, boosting at the same time digital innovation, entrepreneurship and competitiveness in LAC. It will do so by fostering a Team Europe approach in synergy with the EU_LAC Digital Accelerator and with the engagement of the private sector and other key stakeholders (e.g. EU MS, industry, civil society organisations, academia, and financial institutions). The digital transformation in LAC requires massive investments in the public sector, but also in the private sector for services and industry. The investment opportunities are planned to be enhanced by mobilizing EFSD+ and blending mechanisms when needed and thanks to the private sectors from both regions. The Alliance will also contribute to the digitalisation of MSMEs

that should increase their competitiveness. The consolidation of an EU-LAC network of private sector entities will stimulate the digital transformation and allow smoother sectoral communication and cooperation between EU and LAC businesses. It will enable the exchange of relevant information between business support organisations in order to identify gaps, needs, and opportunities for EU-LAC stakeholders in digital cooperation and innovation. The Accelerator will facilitate an EU-LAC multi-stakeholders dialogue on key topics regarding the digital and data economy that will result in recommendations from stakeholders to governments for improving the enabling environment of the digital economy. The action includes active networking exchanges and events, B2B and G2B events. Within this context, opportunities for partnerships, business ventures and further collaborations will be identified, selected and disseminated. An increased number of collaboration and business partnerships should expand EU-LAC investment flows and joint ventures. At the same time, they will encourage even more policy and regulatory proposals that enable the digital economy and strengthen the institutional collaboration with the eLAC Digital Agenda process.

- The EU-LAC Digital Alliance will make possible to stimulate the EU Space Programme (Copernicus, Galileo, EGNOS components and future developments of the Space Programme) and should allow it to take its full dimension in LAC, especially by facilitating data flow through BELLA. Increased cooperation on space and earth observation will help countries to better cope with natural or man-made disasters, mitigating climate change and protect biodiversity and contribute to other environmental goals. It will also foster industrial collaboration and increase the use of EU space data and expertise. In particular, the action will support the creation of a Copernicus Data Centre in Panama to support the provision and use of Copernicus Emergency Management Service (CEMS) Risk and Recovery products for Central America and the Caribbean region and a repository Centre in Chile. Thanks to the Copernicus Centres, the countries and regional organisations will be empowered to access and use of Copernicus data and process it into usable information according to their own protocols. The Panama regional hub will distribute Sentinel data and provide support for disaster management in region. The capacity of the Latin American and Caribbean regions with regards to Risk and Recovery – i.e., the disaster management phases will increase and not be limited nor linked to the immediate response thanks to an increased use of EU competitive digital services (e-services) and technologies in areas with marked EU added-value and competences, tailored at LAC needs, for the use of both public and private sectors. In addition, strengthening the EU's data processing capabilities by gaining access to more accurate information from partner countries will enable the improvement of EU protocols and the development of new products by both EU and LAC institutions. The repository Centre or hub will provide a resilient storage and distribution facility for storing and delivering new data it in a fast and reliable way to the whole Latin American and Caribbean region. This facility will not only solve the issue of appropriate computing services to serve as a specialized cloud to process the large amounts of data provided by Copernicus in combination with *in situ* data.

Logical Framework Matrix

Results	Results chain (@):	Indicators (@):	Baselines	Targets	Sources of data	Assumptions
Impact	This action contributes to accelerate the digital transformation in Latin America and the Caribbean by building a strong, comprehensive and mutually beneficial engagement on digital issues between the EU and LAC and strengthening the EU's role as a key partner and player in the digital area.					*Not applicable*
Outcomes (Oc)	Oc1: Improved regulatory harmonisation of inclusive and sustainable digital policies and governance mechanisms for digitalisation along common values and interest for the LAC and EU regions.	1.1 Status of EU-LAC coordination and collaboration in the field of digital policies and governance mechanisms for digitalisation	1.1. No coordination	1.1. Established EU-LAC coordination and collaboration in the field of digitalisation supported by a permanent mechanism of action-oriented dialogue and exchange	1.1 EU LAC Digital Alliance reports	Regional cohesion and political willingness to collaborate\n\nEffective regional leadership and convening power (UN ECLAC)
	Oc2: Increased connection to open, affordable and secure broadband connectivity and digital infrastructure in tertiary education and research networks in LAC.	2.1 Increased scope of the BELLA programme use, fostering more opportunities for innovation on digital products and applications, as well as knowledge and data exchange and scientific cooperation	2.1. BELLA connected to 5 countries of the region	2.2. tbc	2.1 ELLA consortium GEANT RedCLARA	NRENs and countries are co-funding RedCLARA
	Oc3: Increased business and private sector joint-ventures in the digital and technology innovation area in LAC, improving the uptake of digital skills and job creation.	3.1. Number of joint-ventures established with the support of the Action (disaggregated by sectors of activity)	3.1. 0	3.1. tbc	3.1. Reports by implementation partner	Relative economic / financial stability

	Oc4: Increased use of competitive EU space-related and digital services (e-services) and technologies in areas with marked EU added-value and competences, tailored at LAC needs, for the use of both public and private sectors.	4.1 Increased uptake of Copernicus data, digitally-enabled products and e-services in Risk and Recovery implementation plans in Central America and the Caribbean.	4.1. No use of Copernicus data	4.1. at least 10 institutions are using Copernicus data, digitally-enabled products and e-services in Risk and Recovery implementation plans	EU Delegation in CR JRC Copernicus	Data usage agreement signed

Panama gov provides facilities, institutional framework and assumes operations costs

Other support projects implemented (awareness, capacity etc) |
| **1** Outputs **related to outcome 1** | | | | | | |
| **Outputs (OP)** | Op 1.1. Consensus on key policy and regulatory principles has been built between LAC and EU policy and regulatory stakeholders. | 1.1.1. Number of joint declarations and agreements issued | 1.1.1. 0 | 1.1.1. at least 4 | 1.1.1. EU-LAC digital alliance reports | |
| | Op. 1.2. Increased capacities among LAC policy, regulatory stakeholders and specialised institutions to design digital policy and regulations in line with sustainable, safe and fair standards. | 1.2.1. Number of common reference frameworks to guide regional and continental harmonisation developed

1.2.2. Number of policies/strategies/laws/regulations on digital matters developed or revised with EU support at regional or national level

1.2.3. Number of policy dialogues, capacity building or technical assistance activities on digital matters organised | 1.2.1. 0

1.2.2. 0

1.2.3. 0 | 1.2.1. 3

1.2.2. 10

1.2.3. 8 | EU-LAC digital alliance reports | |
| **2** **Outputs related to outcome 2** | | | | | | |
| **Outputs (Op)** | Op 2.1 Extension of the BELLA Programme to other countries of the LAC region. | 2.1.1. Number of countries connected to the BELLA programme | 2.1.1 5 countries connected | 2.1.1 12 countries connected | 2.1.1. RedCLARA reports GEANT Reports | |

	Op 2.2 Improved infrastructure for digital connectivity between LAC and Europe	2.2.1. Amount of Traffic directly flowing between LAC/EU 2.2.2. Number of improvements to infrastructures for digital connectivity between the two regions with the support of the Action	2.2.1 tbc 2.2.2. 0	2.2.1. tbc 2.2.2. tbc	RedCLARA reports GEANT Reports	
	Op 2.3 Increased scope of the BELLA programme use, fostering more opportunities for innovation on digital products and applications, as well as knowledge and data exchange and scientific cooperation.	2.3.1 Number of LAC users of research portals, tools, communities of practices, disaggregated by sex, age, urban/rural, level of education with the support of the Action 2.3.2. Number of research and education institutions collaborating in networks with the support of the Action (disaggregated by countries)	2.3.1. 0 2.3.2. 0	2.3.1. tbc 2.3.2. 5	RedCLARA reports GEANT Reports	
2 Outputs related to outcome 3						
Outputs (Op)	Op 3.1. An EU-LAC Digital Accelerator is established as an EU-LAC network of public and private sector entities active in digital transformation	3.1.1. Status of the Accelerator	3.1.1. None	3.1.1. Accelerator established and running according to its protocols	3.1.1. D4D Hub secretariat reports Grantee reports	
	Op 3.2 Gaps, needs, and opportunities are identified for EU-LAC stakeholders in digital cooperation and digital innovation	3.2.1. Number of reports identifying collaboration opportunities issued with the support of the Action	3.2.1. 0	3.2.1. at least 5	3.2.1 4D Hub secretariat reports Grantee reports	
	Op. 3.3. Action-oriented EU-LAC multi-stakeholders dialogue on key issues regarding digital and data economy facilitated to identify innovative investment opportunities in the digital area	3.3.1. Number of networking exchanges and events, B2B and G2B events for matchmaking held (by type of events)	3.3.1. 0	3.3.1. at least 20	3.3.1 D4D Hub secretariat reports Grantee reports	

	Op. 3.4. Increased promotion of partnerships, business ventures and collaborations for digital economy	3.4.1. Number of B2B partnerships engaged and facilitated with the support of the Action	3.4.1. 0	3.4.1. tbc	3.4.1 D4D Hub secretariat reports Grantee reports	
3	**Outputs related to outcome 4**					
Outputs (Op)	Op 4.1. The decentralized data hub is set up in the Republic of Panama, to support the provision and use of Copernicus Emergency Management Service (CEMS) Risk and Recovery products to Central America and to the Caribbean region	4.1.1. Status of the Data Hub	4.1.1. No Data Hub to support the provision of CEMS in CAC Region	4.1.1. Data Hub established and running according to its protocols	4.1.1 Implementing partner annual report	
	Op 4.2 The recovery Copernicus Centre is set up (indicatively in Chile) to support the development and use of space application products to Latin America and to the Caribbean region.	4.2.1. Status of the Centre	4.2.1. No Recovery Copernicus Centre	4.2.1 Recovery Copernicus Centre is set up	4.2.1 Implementing partner annual report	
	Op 4.3 Increased capacities of countries and regional organisations to access Copernicus data and process it into usable information according to their own protocols.	4.3.1. Number of beneficiaries benefitting from EU Space programmes enabled services with the support of the Action	4.3.1. 0	4.3.1. tbc	4.3.1 Implementing partner annual report	
	Op 4.4. Increased access to Sentinel data and support for disaster management by the Central American region and the Caribbean	4.4.1. Number of activations and EMS R&R requests	4.4.1. 0	4.4.1. tbc	4.4.1 Implementing partner annual report	
	Op 4.5 Strengthened capacities of experts from Latin America and the Caribbean to analyse and use Copernicus data.	4.5.1. Number of persons with increased skills on the use of Copernicus data with the support of the Actions (by organisation and sex)	4.5.1. 0	4.5.1. tbc	4.5.1 Implementing partner annual report	

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

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

4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3.1 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.

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.

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. Implementation Modalities

4.3.1. Digital Policy and regulatory dialogue to harmonize frameworks and EU-LAC digital cooperation

4.3.1.1. Indirect management with an International Organisation and an EU institution

A part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

- Experience in the organisation of regional dialogues related to Digital Policy and regulatory issues in Latin America and the Caribbean
- Management of a regional cooperation network or mechanism that convenes the agencies in charge of digital policies and regulatory bodies of Latin American and Caribbean countries and other regional key multi sectorial stakeholders
- Capacity to mobilise short-term experts

The other part of this pillar would be implemented by an EU cooperation agency with a specific experience in digital policies and digital regulation in accordance with the identified implementation modalities.

The implementation by this entity entails the achievement of the Specific Objective 1 above mentioned in section 3.1.

4.3.2. Expansion of research and education broadband connectivity infrastructure

4.3.2.1. Grant- **direct award**: (direct management)

The purpose of the grant will be the implementation of a set of the activities conducive to the achievement of the Specific Objective 2 above mentioned in section 3.1.

Under the responsibility of the Commission's responsible authorising officer, the grant may be awarded, without a call for proposals, to the RedCLARA consortium.

The RedCLARA consortium is the proprietor and legal entity responsible for the ongoing implementation of the BELLA action, which is set to be extended to other countries in the region under this AAP. According to the article 195 (f) of the Financial Regulation, the recourse to an award of a grant without a call for proposals is therefore justified because the action has specific characteristics described under Outcome 2 that require a specific type of beneficiary with technical competence and experience. .

RedCLARA has proven to hold the experience required by implementing all major programmes in the digital area with the Commission, such as ALICE, BELLA-S and BELLA-T. The RedCLARA consortium, a non-profit organisation, is composed of organizations that are considered as being the only Latin American organizations capable of operating in the specific sectors of activity to which the grant relates by virtue of all considerations of fact and law, namely the deployment of international advanced research networks (i.e. established by the National Research and Education Networks, NRENs, which are governmental or public bodies responsible for the deployment of the national initiatives in the domain of research networks). RedCLARA is shareholder of BELLA; it develops and operates the only Latin-American advanced Internet network for regional interconnection and is linked to the European GÉANT2.

4.3.3. Foster private sector collaboration, competitiveness and innovation in the digital area

This component may be implemented with a grant and with procurement for a contract service or sub-contracted service provider.

4.3.3.1. Grant: (direct management)

The purpose of the grant will be the implementation of a set of the activities conducive to the achievement of the Specific Objective 3 above mentioned in section 3.1.

Type of applicants targeted are a European legal entity, natural person or groupings without legal personality that have the purpose to facilitate partnerships and collaboration for innovation (digital transformation) between EU and non-EU stakeholders including governments, regional bodies and specialised technical agencies, intermediary organisations of the digital technology sector and/or public private sector agencies (chambers, clusters, tech sector business associations, trade promotion agencies etc.) at national regional and sub-regional level.

To be eligible, the applicant must be a legal person and be established in a Member States of the EU or in a country eligible under the Neighbourhood, Development and International Cooperation Instrument (NDICI).

The specific characteristics of the action linked to Outcome3 require a particular type of body with a very specific competence in thematically relevant areas such as artificial intelligence and cybersecurity as well as an already existing network of private sector entities within both regions - EU and LAC. Experience in the coordination of private-public networks in both regions will be an asset to consider when choosing the implementing entity.

The experience with the *EU and LA Business Services and Innovation Network* (ELAN) has shown that it takes time for a network - such as required for the implementation of this action – to grow and gain trust and commitment from its members. Results are especially low during the inception phase. For this particular action, it is therefore essential to build upon already existing structures and chose the implementation entity accordingly. Using the existing ELAN network and acquired knowledge would allow to reach the expected result in the different countries where the network was active in a timely manner.

4.3.4. Building resilience by supporting access to digitally enabled products and spatial data

4.3.4.1.   Indirect management with an intergovernmental organisation

A part of this action may be implemented in indirect management with the European Space Agency. This implementation entails the achievement of the Specific Objective 4 and its related outputs mentioned. This implementation entails the achievement of the Specific Objective 1 above mentioned in section 3.1.

In this context, a part of this action is intended to be implemented in indirect management with the European Space Agency (ESA) using the following procedural and technical criteria. ESA was positively pillar assessed in 2014 and it is currently undergoing a new pillar assessment (PA) of its systems and procedures that would allow to rely on ESA's current rules and procedures assessed against the new requirements of the 2018 Financial Regulation. The current PA is being finalised. ESA will implement this action under indirect management, pending the finalisation of the new PA, and, where necessary, subject to appropriate supervisory measures in accordance with Article 154(5) of the Financial Regulation, a Contribution Agreement with ESA could be signed as soon as the ongoing PA is positively concluded.

On the technical side, the specific characteristics of those parts of the action linked to Outputs 4 require a particular type of body with a very specific technical competence and a very high degree of specialisation. ESA is the Intergovernmental Agency exclusively mandated by the European Commission to manage the space component of the EU Copernicus programme. Under this capacity ESA designs and builds and launches the Sentinel satellites and satellites sensors employed by the Copernicus programme. ESA has therefore a highly specific long-established experience with Copernicus technology including with specialised data management procedures and techniques like cloud-based data management and thematic data cubes which are essential for faster remote sensing data analysis and processing. ESA is also uniquely positioned to secure optimal coordination with the Copernicus Services and the Copernicus Data and Information Access Services (DIAS). In addition, ESA's is implementing the National Copernicus Capacity Support Action Programme for the Philippines (CopPhil) (CRIS number: ACA/2020/41826) to ensure that vulnerability reduction from disaster of population and ecosystems is an integral and central part of development in that country.

No other private sector operator has the same level of technical capacity and experience to address core aspects of Earth Observation relevant to the proposed Action and simultaneously bring 20 years of world-class experience in supporting the development of the downstream remote sensing industry as ESA.

If negotiations with ESA fail, the part of this action intended under the management responsibility of ESA may be implemented in direct management in accordance with the identified implementation modalities. In such instance, the type of the applicant shall prove experience with the European space programme, space technologies and earth observation.

4.3.4.2. Grant- **direct award**: (direct management)

The purpose of the grant will be the implementation of a set of the activities conducive to the achievement of the Specific Objective 4 above mentioned in section 3.1.

Under the responsibility of the Commission's responsible authorising officer, the grant may be awarded, without a call for proposals, to the RedCLARA consortium on behalf of or associated to the University of Chile.

Under the responsibility of the Commission's responsible authorising officer, the recourse to an award of a grant without a call for proposals is justified because the action has specific characteristics requiring a specific type of beneficiary with technical competence, according to the article 190 (f) of the Financial Regulation. The RedCLARA consortium is the legal entity responsible for the operation, in order to implement all the activities related to the programme.

The RedCLARA consortium, a non-profit organisation, is composed of organizations that are considered as being the only Latin American organizations capable of operating in the specific sectors of activity to which the grant relates by virtue of all considerations of fact and law, namely the deployment of international advanced research networks (i.e. established by the National Research and Education Networks, NRENs, which are governmental or public bodies responsible for the deployment of the national initiatives in the domain of research networks). RedCLARA involvement would give an international dimension to the Centre that would be managed by the University of Chile in addition of being responsible for data transport.

If negotiations with RedCLARA and/or the University of Chile fail, the part of this action may be implemented in direct management in accordance with the implementation modalities identified in section 5.3.1

4.4. Scope of geographical eligibility for procurement and grants

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

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

4.5. Indicative Budget

Indicative Budget components[16]	EU contribution (amount in EUR)	Third-party contribution, in currency identified [(If not relevant please delete this column])
Digital Policy and regulatory dialogue, composed of	**5,000,000**	
Indirect management cf. section 4.3.1.1	5,000,000	TBD
Expanding research network connectivity infrastructure	**15,000,000**	
Grant: (direct management) Bella extension cf. section 4.3.2	15,000,000	TBD
Foster private sector collaboration, competitiveness and innovation in the digital area	**14,000,000**	
Grant: (direct management) for EU-LAC Digital Accelerator and digital skills needs cf. section 4.3.3 Earmarking of €5M for the Caribbean	14,000,000	TBD

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[16] N.B: The final text on audit/verification depends on the outcome of ongoing discussions on pooling of funding in (one or a limited number of) Decision(s) and the subsequent financial management, i.e. for the conclusion of audit contracts and payments.

Building resilience by supporting access to digitally-enabled products and spatial data	**16,000,000**	
Indirect management with a EU specialised agency cf. section 4.3.3	12,000,000	TBD
Grant (direct management): Copernicus centre in Chile 4.3.3.4	4,000,000	
Evaluation – cf. section 5.2.2 **Audit** – cf. section 5.3	will be covered by another Decision	N.A.
Totals	**50,000,000**	**TBC**

4.6. Organisational Set-up and Responsibilities

The overall coordination of the action is ensured by the European Commission and the EEAS, with support from the implementing bodies in order to ensure that best practices are disseminated widely, and that the programme liaises with all stakeholders interested.

The Team Europe Initiative "EU-LAC Digital Alliance" is the coordination and collaboration framework for the actions that are implemented jointly by the EU partners.

The D4D provides a coordination platform for the successful implementation of the actions, capitalising on the EU MS presence in the hub and its networks. It will be steered by a Directors´ Meeting held twice a year in close coordination with the MS presiding to the EU. Other stakeholders such as MS, investment banks and other will be invited to participate.

To manage the implementation, the European Commission (in consultation with the EEAS), will set a light and effective implementation coordination mechanism for each component together with the direct implementing partners or agencies.

These coordination structures will provide directions for each component implementation, ensuring that the activities are consistent with the planned objectives and expected outcomes. They will establish a yearly work plan for activities and exchange on progress within the programmes.

The EU Delegations in LAC are expected to provide input for the policy implementation and to be actively involved with priority setting at the national, regional and sub-regional level. In addition, each entity in charge of a component will also set its own mechanism to engage and articulate its activities with a larger number of stakeholders. For instance:

- for the implementation of the EU-LAC Digital Policy and regulatory dialogue the implementing agency (probably UN-ECLAC) will consult priories with other regional agencies (REGULATEL CITEL, COMTELCA, CTU), some national government representatives' members of the ELAC regional digital agenda and relevant EU services.

- for the expansion of the research network connectivity infrastructure and promoting collaboration, RedCLARA already integrates the national research networks (NRENs) and will collaborate with relevant EU services and the pan-European research and education network GEANT to implement and promote research collaboration.

- The EU-LAC Digital Accelerator (linked to the D4D hub) will establish a mechanism that engages and articulates the EU and LAC national and regional ICT/tech business associations and networks, chambers of commerce, government agencies in charge of digital economy, finance institutions. The Team Europe approach will increase the reach by to actively engaging a larger number of EU stakeholders in the Accelerator.

- For the set up and initial operation of the Copernicus spatial data management hub in Panama, another coordination mechanism will be set to articulate Panamanian Government agencies

(National Authority for Government Innovation, Ministry of Foreign Affairs), national emergency management bodies, regional disaster management agencies such as CEPREDENAC (SICA), CDEMA (CARICOM), and from the EU: DG DEFIS, DG INTPA, DG CNECT, JRC, DG ECHO Panama field office EU Delegation, EEAS.

EUR 5 million are earmarked for demand driven interventions in support of improving the regulatory framework of Caribbean countries, strengthening e-Government and e-Services initiatives and boosting the competitiveness of Caribbean MSMEs through the EU-LAC Accelerator, including by promoting research and innovation and providing seed funding for innovative, digital-based solutions.

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

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partners 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).

Monitoring and evaluation will assess gender equality results and the implementation of the rights-based approach working principles (and be based on indicators that are disaggregated by sex, age and disability when applicable).

5.2. Evaluation

Having regard to the importance of the action, mid-term and final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

Mid-term evaluation will be carried out for learning purposes, in particular with respect to the adequacy of the actions and the policy support scheme in view to undertake a possible continuation of the programme.

The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision).

As this Action is the contribution to the EU-LAC digital alliance TEI, evaluations jointly with other contributing Member States and EDFIs will be the preferred option to provide an overview of the action within the larger impact of the TEI.

The Commission shall inform the implementing partner at least 3 months in advance of the dates envisaged for the evaluation missions. The implementing partners 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 all the key stakeholders following the best practice of evaluation dissemination[17]. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partners, 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, based on a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a financing decision.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt 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.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

At regional level, strategic communication will encompass the design and roll out of (a) major public campaigns aimed at ordinary citizens, primarily in the 18-35 age cohort, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU's partnership with the region. All such campaigns will be data-driven, rigorously tracking hard KPIs that will allow content to be constantly adjusted in line with evidence of the material and approaches that resonate most successfully with the audience.

Moreover, it will encompass design strategic communication activities to promote general public audiences' understanding and awareness of the Union's values, interests, specific policies and impact in the region.
It will be managed by Headquarters, DG INTPA 02.

At national level strategic communication will cover the design of strategic communication activities to promote general public audiences' understanding and awareness of the Union's values, interests, specific policies and impact in the region. It will be managed by the EU Delegation based on an approved multiannual action plan.

It is envisaged that a contract for communication and visibility may be contracted under another financial decision.

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[17] See best practice of evaluation dissemination

APPENDIX 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.

Option 1: Action level		
☐	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
☐	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action>
Option 3: Contract level		
☒	Single Contract 1	Indirect management with international organisation Digital Policy and regulatory dialogue
☒	Single Contract 2	Grant to foster private sector collaboration
☒	Single Contract 3	Indirect management
	(…)	
☐	Group of contracts 1	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>