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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX II

of the Commission Implementing Decision on the financing of the multiannual action plan in favour of the Islamic Republic of Pakistan for 2024-2027

Action Document for Support Measures – Cooperation Facilities for Pakistan for 2024-2027

MULTIANNUAL MEASURE

This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation, and support measures in the sense of Article 24 of NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title OPSYS business reference Basic Act	Support Measures – Cooperation Facilities for Pakistan for 2024-2027 OPSYS number: ACT-62760 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)/ Overseas Association Decision/European Instrument for International Nuclear Safety Cooperation Regulation
2. Team Europe Initiative	<input type="checkbox"/> Not applicable <input checked="" type="checkbox"/> Supporting (inter alia) TEI.
3. Zone benefiting from the action	The action shall be carried out in Pakistan
4. Programming document	Multiannual Indicative Programmes (MIPs) 2021-2027 for Pakistan
5. Link with relevant MIP(s) objectives / expected results	This action is linked to the Support measures and Cooperation facility objectives of the concerned MIP.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Not applicable
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 (partnerships for the goals)
8 a) DAC code(s)	43010 – Multi-sector aid
8 b) Main Delivery Channel	20000 - Non-Governmental Organisations (NGOs) and Civil Society 30000 – Public-Private Partnerships (PPPs) and Networks 40000 - Multilateral Organisations 51000 - University, college or other teaching institution, research institute or think-tank 60000 - Private sector institution

9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	/
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	transport people2people energy digital connectivity	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	/
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	<p>Budget line(s) (article, item): 14 02 01 31</p> <p>Total estimated cost: EUR 5 500 000,00</p> <p>Total amount of EU budget contribution EUR 5 500 000</p> <p>The contribution is for an amount of EUR 500 000 from the general budget of the European Union for 2024; for an amount of EUR 2 700 000 from the general budget of the European Union for 2025; for an amount of EUR 1 100 000 from the general budget of the European Union for 2026 and for an amount of EUR 1 200 000 from the general budget of the European Union for 2027, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p>			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	<p>Direct management through:</p> <ul style="list-style-type: none"> - Grants - Procurement <p>Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.3 (in case direct management is not feasible)</p>			
14. Type of measure	<p><input checked="" type="checkbox"/> Cooperation facility</p> <p><input type="checkbox"/> Measures in favour of Civil Society</p>			

1.2 Summary of the Action

This Action aims to fund Cooperation Facilities for Pakistan:

1. A **Cooperation Facility – Technical Assistance** for Pakistan for the period 2025-2027, providing the European Commission with the possibility to finance small-scale activities that are needed for the achievement of the objectives of the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe), as articulated in the country's MIP priority areas.
2. A **Cooperation Facility - Strategic Communication** for Pakistan with activities designed to raise awareness, understanding and perception of the EU and its partnership with Pakistan, in line with the priorities identified in the MIP, in particular supporting the Global Gateway flagships/investments and other relevant initiatives and programmes. Strategic Communication campaigns will serve to position the EU as a trusted and reliable partner of reference for Pakistan.

2 RATIONALE

2.1 Context

The Asia-Pacific region's growing economic, demographic, and political weight makes it a key partner for the European Union in shaping the international order and in addressing global challenges. The EU's current vision, interests and priorities in the wider Asia-Pacific region are outlined by various EU strategies, notably the EU-Pakistan Strategic Engagement Plan (2019), EU-Central Asia Strategy (2019)¹, Indo-Pacific Strategy (2021)²,

¹ JOIN/2019/9 final - Joint Communication to the European Parliament and the Council - The EU and Central Asia: New Opportunities for a Stronger Partnership

² JOIN/2021/24 final - Joint Communication to the European Parliament and the Council - The EU Strategy for Cooperation in the Indo-Pacific

Global Gateway Strategy (2021)³ as well as the Joint Communication “A Strategic Partnership with the Gulf” (May 2022)⁴.

The strategies and related Team Europe Initiatives outline the EU’s positive offer to the Asia-Pacific region, from sustainable and inclusive prosperity to connectivity, climate, research and human development. They are underpinned by shared values and principles, including democracy and human rights, security, sustainability, and gender equality.

The EU’s external action vision is also articulated in the *Global Strategy for the EU’s Foreign and Security Policy*⁵, the European Consensus on Development⁶; the EU Communication on a Strategic Approach to Resilience in the EU’s External Action⁷; the Council Conclusions on Operationalising the Humanitarian-Development Nexus⁸; and the European Green Deal⁹.

Likewise, this action is aligned with the Sustainable Development Goals (SDGs) and particularly SDG 17 (Partnership for the Goals). It also contributes to the EU Roadmap for Engagement with Civil Society, the EU Human Rights and Democracy Strategy, The EU Strategy on the Rights of Persons with Disabilities and the EU Gender Action Plan III in particular its thematic area of engagement “Promoting equal participation and leadership.

Their implementation requires *administrative support for the preparation, follow-up, monitoring, control, audit and evaluation activities, including information and communication actions, and corporate information technology systems*. It may also require support to stakeholders playing a critical role in meeting development objectives – including civil society organisations – in the form of capacity-building, networking and/or consultations. Often the activities to pursue these objectives effectively and efficiently, need quick funding, released at a faster than normal programming cycle pace, which can be achieved through the establishment of cooperation **facilities** flexibly helping the European action on the ground.

The Cooperation Facilities can also support strategic communication campaigns designed to help ensure that the above-mentioned strategic priorities are known, understood and well perceived by target audiences.

2.2 Problem Analysis

Short problem analysis:

The implementation of the EU’s mainstream cooperation activities, targeting the impacts and objectives set in its strategic documents, communications, and declarations, requires to be accompanied by several preparation, follow-up, monitoring, control, audit and evaluation activities. Although a part of these can be programmed and planned, needs may arise at any moment, which need to be responded to in a flexible and fast-paced manner. The Cooperation Facility – Technical Assistance established under this action aims to reinforce efficiency, performance and impact of the EU programmes’ implementation, while ensuring synergy between the development cooperation and policy objectives. Activities funded by the action may include the implementation of studies and organisation of meetings, events, conferences, targeting information, awareness-raising, training, preparation and exchange of lessons learnt and best practices, publication activities and any other administrative or technical assistance expenditure necessary for the programming and management of actions, including remunerated external experts; research and innovation activities and studies on relevant issues and the dissemination thereof; in line with the

³ JOIN/2021/30 final - Joint Communication to the European Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions and the European Investment Bank: The Global Gateway

⁴ JOIN/2022/13 final - Joint Communication to the European Parliament and the Council - A strategic partnership with the Gulf

⁵ https://www.eeas.europa.eu/eeas/global-strategy-european-unions-foreign-and-security-policy_en

⁶ European Council doc. 9459/2017 of 19/05/2017 - Joint Statement by the Council and the Representatives of the Governments of the Member States meeting within the Council, the European parliament and the European Commission - <https://www.consilium.europa.eu/media/24011/european-consensus-for-development-st09459en17.pdf>

⁷ JOIN/2017/021 final - Joint Communication to the European Parliament and the Council - A Strategic Approach to Resilience in the EU’s external action

⁸ European Council doc. 9383/2017 of 19/05/2017 - European Council Conclusions on Operationalising the Humanitarian-Development Nexus - <https://www.consilium.europa.eu/media/24010/nexus-st09383en17.pdf>

⁹ COM/2019/640 final - Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions - The European Green Deal

political priorities of the Union, including Global Gateway flagships/investments and other relevant initiatives and programs.

The facility can also be used to ensure that human rights-based approach and gender equality perspectives, as well as disability inclusion are applied throughout EU programmes, in line notably with GAP III¹⁰ requirements. In addition, this facility may also be used to support civil society organisations, where relevant prioritizing women's organizations and organizations of people with disabilities (and other relevant stakeholders) in line with the CSO Roadmap, in order for them to have the space and capacity to meaningfully engage with the government and development partners in the realisation of development objectives.

The Cooperation Facility for Strategic Communication will enable the Delegation to implement inclusive, gender-responsive, professional and data-driven communication campaigns on the EU's international partnerships priorities, ultimately contributing to raising overall awareness, understanding and perception of the EU and its role as a partner of reference for the country.

The broader context for strategic communication in Pakistan for the EU is characterized by a few important challenges and opportunities. These are discussed briefly as follows:

- **Need to extend the Communication “Capital” gained for EU in Pakistan.** The EU in Pakistan has acquired considerable communication “capital” through a combination of strategic communication and public diplomacy activities, centred on the concept of “stronger together”, over the last years. The EU can capitalize on its strong social media presence to raise awareness and understanding of the EU's value offer to Pakistan, and further build on the positive perception of the EU in the country.
- **Communicating with more impact.** Pakistan is a vast highly decentralised country of 240 million people with many different languages, cultures, religions, levels of education and traditions. Understanding our audience and the media landscape will ensure more impactful future communication (messages, targeting, and tools/modalities).
- **Communicating on EU values.** The EU's positive offer – Global Gateway - provides a positive entry-point to engage with our target audiences, illustrating the EU values on which our cooperation is based, highlighting inclusion as a core value of the EU's external action.
- **European Union is a difficult concept for Pakistani audiences to fully understand.** While there have been scattered communication efforts to address this challenge, there remains a need for a sustained campaign to clarify the concept and workings of the European Union. Besides a limited awareness and understanding of the EU, there is also an absence of understanding of the EU's value offer to Pakistan and how our mutual engagement is a win-win for both partners (GSP+, Global Gateway investments, Team Europe support to build back better through green jobs creation).

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

For the Cooperation Facilities

- The end beneficiaries are citizens of the eligible countries, as projects will be better prepared (including consultations with civil society organisations), monitored (gender and human rights sensitive), followed-up and communicated.

For the Cooperation Facility – Technical Assistance

- Key stakeholders of EU and Global Gateway assistance such as federal and provincial government institutions, CSOs, private sector stakeholders, academia, etc

For the Cooperation Facility – Strategic Communication

- Wider audiences, comprising women and men in all their diversity, especially in the 18-35 age bracket, who are not involved in policy, advocacy or international relations, and who may hardly be aware of the EU.
- Key political and opinion leaders will be targeted through political communication. These specialised audiences will be defined based on a mapping undertaken prior to the implementation of this action.

¹⁰ The [Gender Action Plan III](#) is a Joint communication by the Commission and the High Representative of the Union for Foreign Affairs and Security Policy which was welcomed through [EU Presidency Conclusions](#) of 16 December 2020 endorsed by 24 Member States

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective** of this action is to facilitate the implementation of EU funded programmes in Pakistan by providing funding for all necessary support operations, helping to position the EU as a partner of reference among selected target audiences.

The **Specific(s) Objective(s)** of this action are to

1. Contribute to the achievement of any or all the specific objectives and expected results set in the country's MIP priority areas.
2. Measurably increase awareness, understanding and perception of the EU partnership and its value-offer to Pakistan, in particular around key Global Gateway priorities.

This action shall contribute to achieve any or all the following **outputs**, corresponding to the above-mentioned Specific Objectives:

- 1.1 Defined and operationalised mechanisms for strategic dialogue and coordination of EU cooperation.
- 1.2 Strengthened national institutional capacities to identify, formulate and implement EU cooperation programmes, including in the context of Team Europe Initiatives and Global Gateway.
- 1.3 EU interventions delineated, and sectoral knowledge deepened on gender and other areas relevant to the EU cooperation.
- 1.4 Technical support provided during identification, formulation and implementation of EU programmes, respecting gender equality and the human rights-based approach, including in the context of Team Europe Initiatives and Global Gateway.
- 1.5 Enhanced participation of relevant national stakeholders, including CSOs, in contributing to policy dialogues and implementation of development objectives.
- 2.1. Public campaigns and content marketing, focused on EU-Pakistan and Global Gateway cooperation priorities, and public diplomacy activities in support of strategic communication designed and implemented to make the EU's brand positioning more understandable, visible and influential to target audiences.

3.2 Indicative Activities

Activities related to Specific Objective 1:

Based on Article 24(2) of the NDICI Global Europe Regulation, the Support Measure Cooperation Facility for Technical Assistance may cover studies, meetings, events, conferences information, awareness-raising, training, preparation and exchange of lessons learnt and best practices, publication activities and any other administrative or technical assistance expenditure necessary for the programming and management of actions, including remunerated external experts; research and innovation activities and studies on relevant issues and the dissemination thereof; expenditure related to the implementation of public diplomacy activities in support of the political priorities of the EU. Those may cover:

- Support to capacity development and institutional building, including through technical assistance and exchange of public expertise.
- Support to policy dialogues: events, conferences, studies, surveys, fellowships, exchange platforms to support sector dialogues in support of the EU-Pakistan cooperation priorities/ Global Gateway flagships/investments which may lead to policy reforms and engagement with governments, CSOs and other stakeholders, as well as information sharing, training, preparation and exchange of lessons learnt and best practices.
- Studies to support the identification and accelerated implementation of Global Gateway.
- Research and innovation activities and studies on relevant issues and the dissemination thereof.
- Actions to support the participation of the country in EU Programmes and cooperation with EU Agencies and Civil Society Organisations, where relevant.

- Other administrative or technical assistance expenditure necessary for the programming and management of actions, including remunerated external experts, including to facilitate Joint Programming / Team Europe / GAP III commitments coordination at country level.
- Support to the preparation, implementation and evaluation of the Union's cooperation, ensuring the mainstreaming of gender and LGBTQI issues and human rights sensitivity.
- Support to the participation and consultation of civil society organisations and other relevant stakeholders in the realisation of agreed development objectives.

Activities related to Specific Objective 2:

- Design and roll out at national and provincial level of (a) major public campaign(s) aimed at wider audiences, comprising ordinary but literate citizens, especially young people that comprise the majority of Pakistan (70% of the country is below 35), with the objective of measurably increasing the awareness, understanding and perception of the EU's partnership with the country.
- Design and implement a content marketing strategy focused on promoting the key priorities implemented under the cooperation portfolio, in particular flagships/investments under Global Gateway.
- Undertake regular monitoring against clearly defined results, outcome, and impact KPIs, ensuring content, channels and approaches can be constantly adjusted to meet the objectives set.
- Design and implement political communication activities, including to support summits, events and visits by College members;
- As relevant, undertake research required to ensure strategic communication activities are data-driven and measurable. This may include audience analysis and perception surveys, media landscape, etc.

This Action will contribute to enhancing impact and profiling of the EU's Global Gateway strategy and other relevant initiatives and programs including the Team Europe Initiative Building Back Better for Green Jobs creation.

3.3 Mainstreaming

Environmental Protection & Climate Change

Outcomes of the EIA (Environmental Impact Assessment) screening: The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening: The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment).

Climate change and environmental protection constitute a central aspect of MIP 2021-2027, which this action will support. In fact, a substantial focus of EU assistance to Pakistan targets aid to environment. It is expected that this action will also include such a focus. Above and beyond the general aim to mainstream environmental protection and climate change considerations in every activity promoted and implemented by the Commission, the Cooperation Facility will also aim to identify opportunities to facilitate (general and sectorial) policy dialogues between Pakistan and the EU and MS on these themes.

Gender equality and empowerment of women and girls

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that all the actions carried out within the framework of the Cooperation Facilities will take into account the question of gender by carrying out the necessary sectoral gender analysis, support for the collection of data disaggregated at least by sex, the capacity building with regard to gender mainstreaming and through the organisation of a dialogue on gender equality. The action will support the collection of gender-disaggregated data, the qualitative monitoring of action design and implementation arrangements, and the assessment of the gender effects.

Human Rights

The Cooperation Facility will, *inter alia*, promote the application of the human rights-based approach and the respect of five operational principles: applying all human rights for all; meaningful and inclusive participation and

access to decision-making; non-discrimination and equality; accountability and rule of law for all; and transparency and access to information supported by disaggregated data.

The Action in its interventions will pay attention to the situation of persons living in the most vulnerable and marginalised situations (persons living in poverty, persons with disabilities, indigenous peoples, persons belonging to ethnic minorities, etc.) It shall leave no one behind throughout the programme cycle and the design process.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that the action is not considered directly relevant as regards the inclusion of persons of disabilities.

The action will take in consideration that all its public activities will facilitate the participation of person with disabilities as e.g., in its seminars and workshops and in its awareness and communication campaigns. CSOs with and for persons with disabilities will be included in the consultation processes where relevant. Furthermore, capacity-building activities supported by the action will where relevant be accessible and addressed also to these organisations.

Reduction of inequalities

Local CSOs often play an important role as actors of development at the local level, including in terms of providing essential services in remote areas/to disadvantaged communities and hence contributing to the reduction of inequalities.

Democracy

The cooperation facility will ensure that Actions formulated and implemented in the concerned countries and regions are conducive to strengthen democratic governance in the partner countries, including, where relevant, through incorporating rule of law, access to justice, combatting corruption, as well as support for democratic institutions (electoral management bodies, parliaments, national media councils, civil society, etc.).

Communication activities will focus on Global Gateway priorities and enabling sectors, including the promotion of democratic values and high standards in line with EU’s approach to rule of law and human rights under 2021-27 MIP for Pakistan.

Conflict sensitivity, peace and resilience

Activities funded by the Cooperation Facility may be used, in line with the EU’s strategic objectives, to promote regional peace and security as well as human rights and good governance.

Disaster Risk Reduction

The activities envisaged within this facility will contribute to ensure that Actions formulated in the concerned countries and regions are complying with Article 8.8 of NDICI Regulation which, *inter alia*, lays that *"Programmes and actions under this Regulation shall mainstream [...] where relevant, disaster risk reduction and shall address interlinkages between SDGs, to promote integrated actions that can create co-benefits and meet multiple objectives in a coherent way."*

Other considerations if relevant

N/A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/	Impact (High/	Mitigating measures
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		Medium/ Low)	Medium/ Low)	
1 – External Environment	Delays due to natural hazards	Medium	Medium	Continuous coordination will take place with the government to ensure that planning and implementation of activities is done in perspective
1 - External Environment	Unstable security situation	Medium	Medium	The situation will be continuously monitored, and appropriate mitigation measures will be put in place accordingly.
1 – External Environment	Delays in the implementation of a specific programme due to poor performance by service provider/contractor.	Medium	High	Continuous coordination and feedback with service provider to ensure business continuity.
1 – External Environment	Limited engagement in favour of gender equality and the empowerment of women, a human rights-based approach, and persons with disabilities by the targeted organizations	Medium	High	Where relevant, the project will provide adequate resources to work with CSOs on the importance of integrating gender equality, a human rights-based approach, and the rights of persons with disabilities
3 – People and organization	Implementation delays and errors caused by a lack of competence and expertise.	Medium	High	The implementation will be continuously monitored, and appropriate mitigation measures will be put in place to ensure business continuity and respect of deadlines

Lesson Learnt:

Given the experience from similar support measures in 2022-2024, it is assumed that there is a genuine need for this instrument, which allows Commission Headquarters and the Delegation to Pakistan to plan cooperation-related activities in a flexible way. However fully successful implementation will depend on:

1. willingness of the partner countries to continue improving their institutions;
2. maintaining and improving of political, social and economic stability, as well as the commitments to human rights, gender equality, democracy, inequalities and peacebuilding;
3. successful mitigation and management of climate-induced risks and natural disasters that could affect the development agenda and immediate needs of the countries involved;
4. good coordination between EU Delegation and Headquarters;
5. ‘whole of Delegation’ approach to strategic communication and public diplomacy;
6. ensuring coherence between different funding sources, notably those managed by EEAS and FPI;
7. good management of the various contracts;
8. high quality of experts supplied;

9. total involvement and support of beneficiary countries and related stakeholders in the implementation of the activities;
10. ensuring coordination and synergies with relevant TEI initiatives.

3.5 The Intervention Logic¹¹

The main purpose of this action is to support the partnership between the EU and Pakistan. It will allow the EU to address needs that arise during the program/project cycle, follow up and monitor those needs, organize meetings and events, and promote the EU's image in the country, as well as address any other needs that may arise throughout the year.

3.6 Logical Framework Matrix

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

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

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

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of adoption by the Commission of this Financing Decision.

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

4.3 Budget Support – NOT APPLICABLE

4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹².

4.4.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

Grants may be awarded in the case of activities implemented in the framework of public diplomacy, including for Team Europe Initiatives, Global Gateway and other flagship initiatives.

(b) Type of applicants targeted

Public bodies of the partner countries; non-profit organisations (including umbrella organisations), legal and natural person, and networks relevant to public diplomacy initiatives.

4.4.2 Direct Management (Procurement)

It is expected that procurement of service contracts will represent the prevailing implementation modality. Services will be contracted to provide technical assistance, organise conferences, undertake studies, researches or surveys,

¹¹ [@TEI Methodological Note to Support Design](#)

¹² <http://www.sanctionsmap.eu/>. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

establish exchange platforms or information sharing events, prepare and provide training as per objective 1 and 2 of this Action Document.

The Cooperation Facility – Strategic Communication will be implemented via a dedicated service contract concluded with a specialised agency.

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

Implementation via indirect management will be adopted when the recourse to direct management is impractical or unfeasible (namely under case of lack of interest from potential tenderers or beneficiaries, or lack of economically advantageous offers or applications), or whenever seeking the assistance of International Organisations or other entrusted entities is preferable for well justified operational reasons.

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:

- Demonstrated experience in implementing technical assistance tasks in Pakistan and managing contributions by the EU and a variety of other donors;
- Established presence (in terms of specialised advisors and other technical assistance staff, and where applicable branch offices) in the geographical area interested by the action;
- Consolidated experience in liaising with the authorities (at central or local level) or, where applicable, with de-facto controlling factions in areas affected by conflict or turmoil, enabling the entity to sustainably maintain operations in the area;
- Demonstrated technical capacities in the field concerned by the operation and capacities to ensure effective coordination in the sector at sub-national, national and regional levels and to benefit from cross-fertilization of the outputs of other related programmes.

The implementation by this entity entails the implementation of the specific objective 1 and, in particular, the support to the participation and consultation of civil society organization and other relevant stakeholders in the realisation of agreed development objectives.

4.5 Scope of geographical eligibility for procurement and grants

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

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

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)			
	2024	2025	2026	2027
Implementation modalities – cf. section 4.4				
1. Cooperation Facility – Technical Assistance composed of:		1 700 000,00	850 000,00	900 000,00
Grants (direct management) – cf. section 4.4.1			50 000,00	

Procurement (direct management) – cf. section 4.4.2		1 700 000,00	800 000,00	900 000,00
2. Cooperation Facility – Strategic Communication composed of:	500 000,00	1 000 000,00		
Procurement (direct management) – cf. section 4.4.2	500 000,00	1 000 000,00		
Grants – total envelope under section 4.4.1			50 000,00	
Procurement – total envelope under section 4.4.2	500 000,00	2 700 000,00	800 000,00	900 000,00
Evaluation – cf. section 5.2 Audit – cf. section 5.3		Covered by another Decision		
Contingencies			250 000,00	300 000,00
Totals	500 000,00	2 700 000,00	1 100 000,00	1 200 000,00

4.7 Organisational Set-up and Responsibilities

Following the adoption of this Commission Decision, the EU Pakistan Delegation and Commission services benefiting from this support measure will prepare an initial plan for the utilisation of the funds and they are responsible for their contracting. These activities will be identified in consultation with the Commission Headquarter, while keeping EEAS headquarters regularly involved. Detailed terms of reference will be prepared and attached to each activity. As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination. The strategic communication envelope will be managed by the Head of Cooperation, in agreement with the responsible communication unit in DG INTPA, fully respecting the cooperation facility Guidelines. In line with the above, INTPA HQ communication unit must be consulted on the design of strategic communication component and offered to take part in the procurement of the related contract.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Key indicators for measuring the performance of this operation will be:

- short-term technical assistance activities delivered;
- study and reports submitted;
- identification and formulation missions funded;
- meetings, specific events and trainings carried out;

- Number of people reached and engaged through strategic communication;
- Increase in awareness, understanding and perception of the EU;
- People/networks reached and engaged via public diplomacy activities.

Indicators shall be disaggregated at least by sex when relevant, and preferably by age and disability, when possible. All monitoring and reporting shall assess how the action is taking into account the human rights based approach and gender equality and disability inclusion.

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

5.2 Evaluation

Having regard to the nature of the action, a final evaluation will not be carried out for this action or its components.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION

Under the Cooperation Facility – Strategic Communication, public awareness campaigns, focusing in particular on Global Gateway priorities, will be implemented to ensure awareness, understanding and perception of the EU’s partnership with Pakistan is commensurate with the scale, scope and ambition of the EU’s sustained support. Campaigns and content marketing activities under this action will focus primarily on reaching new audiences i.e. the ordinary but literate citizens, especially young people that comprise the majority of Pakistan (70% of the country is below 35) many of whom may hardly be aware of the EU. As relevant, communication activities may also be undertaken targeting more specialised audiences including the decision makers and opinion leaders at the federal and provincial level. For the purposes of the current action, a campaign is defined as “a planned sequence of inter-related communication activities sharing a common creative concept and narrative, targeting pre-defined audiences with a common intervention logic, and having a specific timeline and dedicated budget. The objective is to deliver a defined and measurable outcome.”

The implementation of the strategic communication component will entail the procurement of a service contract to be concluded with a specialised operator.