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

**ANNEX**

of the Commission Implementing Decision on the financing of the support measures in favour of  
El Salvador for 2022

**Action Document for EU-El Salvador Cooperation Facility 2022-2024**

**ANNUAL PROGRAMME/MEASURE**

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation and support measures in the sense of Articles 23 and 24 of NDICI-Global Europe Regulation.

## 1 SYNOPSIS

### 1.1 Action Summary Table

ACTION SUMMARY TABLE	
<b>1. Title</b> <b>OPSYS business reference</b> <b>Basic Act</b>	EU-El Salvador Cooperation Facility 2022-2024 CRIS number: LA/2021/043-195 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI)- Global Europe
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefiting from the action</b>	The action shall be carried out in El Salvador
<b>4. Programming document</b>	Multi-Annual Indicative Programme for El Salvador 2021-2027
PRIORITY AREAS AND SECTOR INFORMATION	
<b>5. Priority Area(s), sectors</b>	Support measures
<b>6. Sustainable Development Goals (SDGs)</b>	Main SDG (1 only): SDG 17: Partnerships for the Goals Other significant SDGs (up to 9) and where appropriate, targets: SDG 16: Peace, Justice and Strong Institutions
<b>7 a) DAC code(s)</b>	43010 Multisector Aid
<b>7 b) Main Delivery Channel @</b>	European Union Institutions - 42000
<b>8. Targets</b>	

	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education			
<b>9. Markers</b> <b>(from DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>10. Internal markers</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>
Digitalisation		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Migration		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Covid-19		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>BUDGET INFORMATION</b>	
<b>11. Amounts concerned</b>	Budget line: 14.020140 Total estimated cost: EUR 2 500 000 Total amount of EU budget contribution EUR 2 500 000
<b>MANAGEMENT AND IMPLEMENTATION</b>	
<b>11. Type of financing and implementation modality</b>	Project Modality Direct management through: - Procurement
<b>12. Finance not linked to costs</b>	Yes
<b>13. Relevant flagships from thematic programmes, such as Global Challenges or economic and investment plans</b>	n/a

## 1.2 Summary of the Action

<p>El Salvador continues to face challenges in terms of security, inequality, poverty, gender violence, low economic growth, and vulnerability to climate change, which have all been exacerbated by the COVID-19. Recent political developments have raised concerns among civil society groups and international partners about the centralization of power in the Executive, who is pushing through his agenda. Nevertheless, the President continues to enjoy significant popular support. The EU has good relations with Salvadoran stakeholders and, during implementation of the MIP 2014-2020, it has improved its visibility and communication through a dedicated service contract. For the smooth implementation of the MIP 2021-2027, and to push the EU global priorities, such as the Green Deal, Digitalization and Migration, as well as the Team Europe Approach and the EFSD+ instruments, the EU Delegation will require specialized support.</p> <p>This action constitutes the first batch of support measures for the MIP 2021-2027 for El Salvador. The MIP contains three Priority Areas: Digital Transformation, Green Transition and Governance and Human Development. They will all contribute to the achievement of the strategic objective, which is fostering the green economic recovery, creating jobs and tackling inequalities, in particular the digital divide.</p> <p>The two specific objectives of the action are:</p> <ol style="list-style-type: none"> <li>1. Efficient implementation of the MIP 2021-2027 in El Salvador</li> <li>2. Improved awareness, understanding and perception among general public audiences of the EU's partnerships with El Salvador</li> </ol> <p>The action will mainly contribute to SDG 17: Partnerships for the Goals, as it will strengthen all aspects of EU cooperation in the country. It will also contribute to SDG 16: Peace, Justice and Strong Institutions through technical support to identify and formulate actions to implement the MIP and TEI.</p>
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## 2 RATIONALE

### 2.1 General Context

Already before the pandemic El Salvador had been struggling with low levels of economic growth, as well as social and governance challenges. The election of President Nayib Bukele in 2019 represented a break with the previous political establishment of two political parties that fought during the civil war and signed the peace agreement (1980-1992). President Bukele continues to enjoy strong support; in the 2021 legislative elections the President's party, Nuevas Ideas, and its allies, won an outright majority in the Legislative Assembly. It is expected that this majority will facilitate the implementation of government policies and long-term objectives related to the post-COVID recovery. Nevertheless, as outlined in the latest RMF (July 2021), the administration's lack of transparency, confrontational approach and authoritative drift have raised concerns among opposition politicians and civil society organizations about the actual separation of powers (1.2(8) was increased from "moderate" to "substantial" in RMF) and the centralization of decision-making in the Executive and the increasing use of the military for security functions which should rest with the National Civil Police.. The new Assembly has reinforced these concerns when it dismissed all magistrates of the Constitutional Court and the Attorney General in its first session. The government's renunciation on its agreement with CICIES, limitation of the judiciary's independence and increasing lack of transparency have led to an increase in the corruption and fraud risks ((5.1) from "moderate" to "substantial").

Fighting organized crime is a government priority, and it has been successful in curving the homicide rate in 2020 to 3.4 homicides per 100 000 inhabitants (6.6 in 2019, 9.2 in 2018, 10.8 in 2017), and during the COVID- 19 lockdowns homicide rates have further declined to all-time lows. However, figures remain high and increasing reports of feminicides and violence against women and minority groups remain a cause for concern. Furthermore, disappearances have been increasing and allegations of abuse by security forces have been increasing.

Lack of opportunities and violence push Salvadorans, in particularly youth, towards migration. El Salvador is a principal source of migrants to the United States; around 2 Mio Salvadorans are estimated to be in the US, and remittances account for around 20% of GDP. Relations between El Salvador and the USA are particularly marked by this issue, and the government's focus has been on trying to address the root causes of migration in terms of providing security and economic opportunities, although lack of transparency and clear policy direction risks undermining the main commitments in this regard.

Gender inequality and violence against women remain very high, and have deteriorated during the pandemic: women, who suffer higher levels of underemployment and marginalization in the labour market, have been strongly affected by the reduced economic activities during lockdowns. There are also reports of increasing levels of Sexual and Gender Based Violence (SGBV). Civil society organizations have criticised a lack of gender perspective in government policies to address the impact of COVID-19 on women and girls. Violence by security forces and gangs continues to affect disproportionately the LGBTI community and its activists. In rural areas, internal displacement due to violence, threats, climate change impacts and loss of land rights remains an issue, especially for the indigenous populations.

Fiscal space remains limited. Low tax revenues (18.1% of GDP) have limited Government's capacity to stimulate growth. The sustained fiscal deficit (3-4% of GDP over the last 7 years) has led to a substantial increase in public debt (from 39.7% of GDP in 2008, to 69.1% in 2017, 70.3% in 2019 and it is estimated that in 2021 it will reach more of 88% of the country's GDP). Concerns about high debt levels have been heightened during the COVID-19 crisis, where additional loans to combat the crisis mean that debt levels may increase to up to 90% of GDP and sharpens the risk of default (and remain "substantial"). The Fiscal Responsibility Law remains suspended due to the crisis, but its aim remains to achieve a sustainable debt level in 2030. However, the RMF (July 2021) identifies a possible agreement with the IMF as a core condition for macro-economic and financial stability (2.1), a risk that remains "moderate". The recent approval of Bitcoin as national currency alongside the USD has called international attention, but its effect on the economy remains a source of controversy.

The COVID-19 crisis has led to further concerns about budget comprehensiveness, identified as "substantial" risks in the RMF (4.1). The lack of solid control mechanisms has been significant: limited controls on procurement and investment planning have meant that risks related to Control in budget execution (4.2) remain substantial, while risks related to public procurement and investment (4.3) and audit (4.4) have been increased to "high" following the erosion of the authority of the Court of Auditors and the passing of a law relating to retroactively regulate public purchases made during the COVID emergency.

The digital divide in El Salvador is deepening, both across and within regions, as well as deepening the gender gap in the country. Low connectivity, limited penetration of digital infrastructure and low level of digital skills and gender gap are problems that have deepened with the COVID crisis, which has highlighted the importance of affordable access to digital services. The gaps in connectivity and access to digital services have prevented the most vulnerable population (low-income households and inhabitants of rural areas) from making use of digital opportunities, as well

as developing digital skills. The limited digitalization also extends to the economy where only few companies have implemented digital solutions, even during the COVID outbreak.

Digitalization is an important priority for the Salvadoran Government, who aims, through its Digital Agenda, to foster digital transformation.

El Salvador is highly vulnerable to climate change impacts, natural disasters including flooding and drought. The high population density has strongly affected deforestation, land degradation and water scarcity. In 2020, heavy rains have caused widespread damages and losses in the midst of the COVID-19 outbreak. El Salvador's share of global greenhouse emissions is 0.03%, dominated by emissions from the energy sector (transportation and other fuel combustion). The country has potential to further diversify its energy mix towards sustainable energy sources (in particular solar and geothermal energy). El Salvador's INDCs were submitted in 2015, pledging to set in place legal and regulatory frameworks by 2019, but advances have been limited. The Government is currently in a process of updating its NDCs, but climate actions appear limited, as focus remains in on other priorities following the COVID-19 crisis.

## 2.2 Problem Analysis

Priority Area and Sectors: Support Measures. The aim of the proposal is the implementation of actions that will support the efficient implementation of the MIP 2021-2027 and TEI.

The problems that the action will address are twofold:

- The need for specialised and permanent support for strategic communication to raise awareness and understanding among general public audiences of the EU's priorities and partnership with the country, including TEIs, as well as public diplomacy activities
- Specialized Technical Assistance to support implementation of the MIP 2021-2027 and TEI

In terms of **strategic communication**, although the EU generally carries good name recognition, there is a limited understanding of the institutional setup and the role vis-à-vis members states. Furthermore, the one-sided use of EU budget support during the previous MIP makes it difficult to clearly identify EU funds and their results. Thus, despite EU being one of the most important donors to the country, and EU visibility being significantly improved through the implementation of a TA contract during the ongoing MIP, there remains significant space for strengthening general public awareness, understanding and perception of the EU priorities and partnership with El Salvador, including the Team Europe approach. The strategic communication and public diplomacy plan will also integrate the political communication aspects financed under the Press and Information budget.

Finally, the appropriate **implementation of the MIP and TEI** will require support to the EUD and the Salvadoran stakeholders for the identification and formulation of specific interventions. This will not be limited to the different stages of the PCM, but with a broadening of support modalities (EFSD+) it also includes specialized studies that are necessary to support implementation during any stage of the Project Management cycle, and possible EFSD+ operations.

Key cross-cutting issues:

- (a) **Climate change:** The MIP contains a priority area on Green Transition, which aims at the reduction of GHG emissions in El Salvador through the increased share of renewable energy in the energy mix and reduction of emissions in urban public transport in alignment to El Salvador's INDCs (currently being updated). This will require important investment and this action can provide TA to assess the feasibility of specific interventions. EU public diplomacy and communication efforts will have a particular focus on promoting our common global goal of fighting the scourge climate change, in line with the Council Conclusions on Climate and Energy Diplomacy (2021).
- (b) **Environmental protection:** Environmental protection is indirectly included in the MIP and TEI. Investments financed under EFSD+ mechanism will be object to EIAs, and interventions aimed at private sector development will include environmental, social and human rights considerations (TA could be financed for this purpose under this decision). Under regional programmes El Salvador will continue benefitting from actions for biodiversity conservation, reforestation, waste and water management
- (c) **Gender equality:** Gender equality is a crosscutting objective in El Salvador. Interventions in the MIP and TEI will be assessed for their impact on gender equality. Specific studies under this action can be considered as necessary for new interventions, in particular EFSD+, to include analyses on the impact on gender.
- (d) **Conflict risks and fragility:** El Salvador is currently undergoing a conflict and fragility assessment, which will provide input to all interventions under the MIP, including this one, and will raise some key recommendations about Do-No-Harm approaches.

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

This intervention is aimed at supporting the implementation of the MIP 2021-2027 and the TEI. The main stakeholders are:

- **EU Delegation:** the action will support the EU Delegation in three core tasks; (1) strategic communication activities, including large scale public campaigns, designed to reach new audiences; (2) public diplomacy: funds will be set aside for the perusal of the Head of Delegation for specific events and activities that can build and strengthen networks and promote EU interests, for instance in areas related to trade; (3) TA to support implementation of the MIP and TEI;
- **Team Europe Members:** The action aims, among other objectives, to support the implementation of the TEI, both in providing visibility and increasing awareness and understanding of Team Europe, but also with the possibility of financing studies on feasible interventions or on improved coordination.
- **ESCO:** while the action does not foresee the signature of a financing agreement, specific actions under the TA component can be coordinated with the main government counterpart, ESCO (*Agencia de El Salvador de la Cooperación*);

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is the consolidation of the image of the EU in El Salvador as a reliable and effective development partner.

The Specific Objectives (Outcomes) of this action are:

1. Efficient and inclusive implementation of the MIP 2021-2027 and TEI in El Salvador
2. Improved awareness, understanding and perception among general public audiences of the EU's partnership with El Salvador

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are

- 1.1 EU operations under the MIP 2021-2027 identified and formulated
- 1.2 Specialized Technical Assistance that supports the implementation of Team Europe cooperation (MIP, TEI)
- 2.1 Public diplomacy actions implemented to build and strengthen networks, contributing to greater knowledge and understanding of EU policies and initiatives among key stakeholders
- 2.2 Strategic communication activities designed to reach new audiences, including large scale campaigns, implemented

#### 3.2 Indicative Activities

Activities related to Output 1.1:

- Technical support for identification and formulation for EU interventions in El Salvador (MIP and TEI), including EFSD+ interventions;
- Specialised short-terms studies in priority areas of the MIP and in support of government policies
- Specialised support to include cross-cutting issues in cooperation, including gender and environmental and climate-change mainstreaming

Activities related to Output 1.2:

- Technical assistance to Salvadoran stakeholders in priority areas of the MIP
- Technical assistance for improved planning and capacity building of public institutions
- Technical assistance for improved monitoring of public policies

Activities related to Output 2.1:

- Public policy events on EU policies, including implementation of the EU- Central America Association Agreement and an EU cooperation fair with the participation of Team Europe;
- Share information about ERASMUS with networks of students and academic institutions;
- Events to strengthen dialogue with Salvadoran stakeholders, including private sector, government and civil society
- Contests promoting the participation of youth and children in public life, in a gender responsive manner;;

Activities related to Output 2.2:

- Design and roll out at national level of (a) major public campaign(s) aimed at ordinary citizens, primarily in the 18-35 age cohort, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU's partnership with the country.
- Activities designed to reach new audiences and which promote understanding and awareness of the Union's values, interests and specific policies in the country, including the Team Europe approach.
- Political communication aspects financed under the Press and Information budget.
- Technical support the EU Delegation in designing implementing the strategic communication strategy;



- Monitor the implementation and efficiency of EU strategic communication activities;

### 3.3 Mainstreaming

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

##### **Outcomes of the SEA screening** (relevant for budget support and strategic-level interventions)

The Strategic Environmental Assessment (SEA) screening concluded that no further action was required.

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

The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment). As per the criteria outlined in annex 3 of the Guidelines on Integrating Environment and Climate Change in EU international cooperation and development, this action is exclusively focused on: institutional support; training and capacity development; awareness raising activities; development/review of policy, regulations and standards; organizations of events, communication and networking.

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

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

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

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G3. This implies that Gender equality is a not significant objective of this action, However, although there is no direct objective related to gender, gender remains a crosscutting issue in the MIP 2021-2027, and just as gender equality will form part of all EU strategic communication, the action may also finance specific gender studies during identification and formulation of actions.

#### **Human Rights**

The action will not contribute to the overall achievement of EU Human Rights objectives in El Salvador, although human rights messages may form part of the communication and public diplomacy strategy

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that actions under the civil society component will not contribute to the promotion of the rights of people with disabilities.

#### **Democracy**

The action will not target democracy, although it will be included as relevant in the communication and public diplomacy strategy

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

El Salvador is currently undergoing a conflict analysis as per NDICI requirements. During programming, a preliminary analysis has been prepared by the EU Delegation.

#### **Disaster Risk Reduction**

The action will not target disaster risk reduction

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

n/a

### 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood	Impact	Mitigating measures
External Environment	The Salvadoran government still lacks a clear policy and strategic direction with a lack of a national development plan. Lack of clear government priorities are a risk to identifying and formulating EU actions under the MIP and TEI	Medium	Low	The MIP was prepared based on the internal HOM report and not on a national policy document. The EUD will continue its positive and continuous dialogue with the government, with possible TA to support the design and improvement of national policies to align EU and Salvadoran priorities.
People and organization	Interventions under the MIP are not sufficiently inclusive of the most vulnerable groups	Low	High	EUD will require the analysis and identification of the most vulnerable groups in any interventions under the action, and actions will be based on their needs.
Communication and information	There is insufficient and uncoordinated communication about the EU in El Salvador, and specifically about EU cooperation, including TEI	Low	High	TA on Communication & visibility will (amongst others) support a joint EU communication approach on TEI. The EUD will work closely with TEI members and other relevant stakeholders.

#### Lessons Learnt:

The implementation of the MIP 2014-2020 in general and of the Support Measures to MIP 2014-2020 (LA/2015/038-130) specifically have provided a number of important lessons to the formulation of this intervention:

- Support measures must be a flexible instrument that can cater to evolving needs of the EUD, and must be strategic and linked with EU policy objectives; it can play an important role in supporting strategic and technical dialogue. Strengthening transparency, accountability and participation remain key priorities for a successful implementation of public policy and EU objectives in El Salvador
- The Strategic Communication and Public Diplomacy TA contract managed by the EUD is instrumental in providing the EUD with a flexible tool to build and strengthen networks and raise public awareness and understanding of the EU's priorities and partnership. The contract has financed numerous initiatives that have reinforced the EU's communication and image in the country, and public diplomacy initiatives have promoted the EU's policy priorities; it has also improved joint visibility among local and regional cooperation programs, including information on scholarships, trade, culture and European values. A new Strategic Communication and Public Diplomacy contract should include stronger considerations of transparency as well as environmental sustainability as regards events and materials, in line with EU Green Deal as well as Digital Transition and actions under the Team Europe Initiative. It should continue promoting relations with different stakeholders (e.g. media, OSC, Government, academia).

### 3.5 The Intervention Logic

This action represents a crucial tool for the EU Delegation to advance the aims of the EU in El Salvador generally, and specifically the implementation of the MIP and TEI.

By mobilizing TA to support the implementation of the MIP, the Delegation will count on specialized support wherever needed, in order to strengthening EU-El Salvador cooperation and contributing to El Salvador's development objectives. During the implementation of the MIP 2014-2020 and during the preparation of the MIP 2021-2027, the EU has had positive relations with different government institutions and worked proactively with counter-parts in the now-defunct SETEPLAN (Technical Secretariat for Planning) and the present-day ESCO (El Salvador Agency for International Cooperation). During consultations for the MIP a wide array of stakeholders from government, private sector and civil society have expressed interest in cooperation programmes in all areas of the MIP. This is particularly the case for possible identification and design of actions under EFSD+.

If the EUD implements public diplomacy activities to build and strengthen networks with key stakeholders these efforts will contribute to achieving the EUs global policy objectives, as well as the specific objectives in El Salvador. By targeting general public through strategic communication, including large-scale campaigns, we can measurably increase awareness, understanding and approval of the EU's partnership with the country. By doing so, we build support for priorities identified under the EU-El Salvador partnership. The ongoing visibility and communications' TA under the MIP 2014-2020 has already provided crucial support for the EUD in this respect. Future cooperation in the country calls for strengthening this support to include the TEI and a stronger focus on youth, women, environmental sustainability and digitalization, as well as the ambition to reach new audiences.

### 3.6 Logical Framework Matrix

<b>Impact</b>	Consolidation of the image of the EU in El Salvador as a reliable and effective development partner.	% of commitment of the MIP	0 (2021) 63 (2021)	50% (2024) 70 (2026)	BPC annual data EAMR Freedom House	<i>Not applicable</i>
<b>Outcome 1</b>	1. Efficient and inclusive implementation of the MIP 2021-2027 and TEI in El Salvador	1.1 % of EU interventions with Gender equality as a significant target of the action  1.2 MIP spending targets: - Climate Action - Human Development and Social Inclusion - Education - Migration	1.1 0 (2021)  Na Na  Na Na	2.2 83.3% (2027)  33.8% 49.5%  20.7% 0.4%	EAMR OPSYS Dashboard	Continued interest among Salvadoran stakeholders (including government) for EU cooperation
<b>Outcome 2</b>	2. Improved awareness, understanding and perception among general public audiences of the EU's partnerships with El Salvador	2.1 EU awareness, brand recognition and approval rates among target public	3.1 25.8% (2020)	3.2 40% (2024)	Visibility and communication Diagnostic Study	Strategic communication actions are relevant and reach a broad audience
<b>Output 1 related to Outcome 1</b>	1.1 EU operations under the MIP 2021-2027 identified and formulated	1.1.1 EU funds committed through the MIP	2.1.1 0 (2021)	2.1.1 tbd (2024)	EAMR OPSYS/Dashboard	Continued interest among Salvadoran stakeholders (including government) for EU cooperation

<b>Impact</b>	Consolidation of the image of the EU in El Salvador as a reliable and effective development partner.	% of commitment of the MIP	0 (2021) 63 (2021)	50% (2024) 70 (2026)	BPC annual data EAMR Freedom House	<i>Not applicable</i>
<b>Outcome 1</b>	1. Efficient and inclusive implementation of the MIP 2021-2027 and TEI in El Salvador	1.1 % of EU interventions with Gender equality as a significant target of the action  1.2 MIP spending targets: - Climate Action - Human Development and Social Inclusion - Education - Migration	1.1 0 (2021)  Na Na  Na Na	2.2 83.3% (2027)  33.8% 49.5%  20.7% 0.4%	EAMR OPSYS Dashboard	Continued interest among Salvadoran stakeholders (including government) for EU cooperation
<b>Outcome 2</b>	2. Improved awareness, understanding and perception among general public audiences of the EU's partnerships with El Salvador	2.1 EU awareness, brand recognition and approval rates among target public	3.1 25.8% (2020)	3.2 40% (2024)	Visibility and communication Diagnostic Study	Strategic communication actions are relevant and reach a broad audience
<b>Output 2 related to Outcome 1</b>	1.2 Specialized Technical Assistance that supports the implementation of Team Europe cooperation (MIP, TEI)	1.2.1 Funds committed for TA	2.2.1 0 (2021)	2.2.1 100% (2022)	EAMR	Continued interest among Salvadoran stakeholders (including government) for EU cooperation
<b>Output 1 related to Outcome 2</b>	2.1 Public diplomacy actions to build and strengthen networks, contributing to greater knowledge and understanding of EU policies and initiatives among key stakeholders	2.1.1 # of events with the participation of representatives from at least three of the following: government, civil society, private sector, international partners	2.1.1 0	2.1.1 10	Strategic communication and public diplomacy TA annual report	Public diplomacy actions are relevant and target audience

<b>Impact</b>	Consolidation of the image of the EU in El Salvador as a reliable and effective development partner.	% of commitment of the MIP	0 (2021) 63 (2021)	50% (2024) 70 (2026)	BPC annual data EAMR Freedom House	<i>Not applicable</i>
<b>Outcome 1</b>	1. Efficient and inclusive implementation of the MIP 2021-2027 and TEI in El Salvador	1.1 % of EU interventions with Gender equality as a significant target of the action 1.2 MIP spending targets: - Climate Action - Human Development and Social Inclusion - Education - Migration	1.1 0 (2021)  Na Na  Na Na	2.2 83.3% (2027)  33.8% 49.5%  20.7% 0.4%	EAMR OPSYS Dashboard	Continued interest among Salvadoran stakeholders (including government) for EU cooperation
<b>Outcome 2</b>	2. Improved awareness, understanding and perception among general public audiences of the EU's partnerships with El Salvador	2.1 EU awareness, brand recognition and approval rates among target public	3.1 25.8% (2020)	3.2 40% (2024)	Visibility and communication Diagnostic Study	Strategic communication actions are relevant and reach a broad audience
<b>Output 2 related to Outcome 2</b>	2.2 Strategic communication activities designed to reach new audiences, including large scale campaigns, implemented	2.2.1 Reach 2.2.2 Engagement 2.2.3 Follower growth 2.2.4 Click through rate <sup>1</sup>				

<sup>1</sup> Detailed indicators, baselines and targets will be defined in the Strategic Communication and Public Diplomacy strategic plan, to be developed.

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

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

### 4.2 Indicative Implementation Period

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

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>2</sup>.

#### 4.3.1 Direct Management (Procurement)

Service contracts under Direct Management will be procured for the achievement of Specific Objectives 1 (To support the efficient and inclusive implementation of the MIP 2021-2027 in El Salvador) and 2 (Improved awareness, understanding and perception among general public audiences of the EU's partnerships with El Salvador):

- Specific Objective 1: Short Term Technical Assistance will be procured as needed for the implementation of the MIP up to 2024 (mid-term review of the MIP)
- Specific Objective 2: One Long-Term TA (5 years) Contract will be procured for Strategic Communication and Public Diplomacy.

The Long-term TA for Strategic Communication and Public Diplomacy must be launched in November 2021 under a suspensive clause prior to the adoption of this Decision. This is justified due to the fact that the ongoing TA contract to support EU visibility and communication in El Salvador (financed under the MIP 2014-2020) is ending in April 2022, and due to the strategic communication and public diplomacy needs of the EUD, in particular on the implementation of the new MIP and TEI, it is advisable to reduce the implementation gap between the two contract to a minimum.

### 4.4 Scope of geographical eligibility for procurement and grants

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

The Commission's authorizing 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 realization of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

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<sup>2</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

## 4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
<b>Implementation modalities</b> – cf. section 4.3	
<b>Objective 1:</b> Supported the inclusive efficient implementation of the MIP 2021-2027 in El Salvador, composed of:	500 000
Procurement (direct management)	
<b>Objective 2:</b> Improved awareness, understanding and perception among general public audiences of the EU's partnerships with El Salvador composed of:	2 000 000
Procurement (direct management) – cf. section 4.3.1	
<b>Procurement</b> – total envelope under section 4.3.1 <sup>3</sup>	2 500 000
<b>Budgetary guarantee – amount of annual provisioning</b>	N.A.
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	will be covered by another Decision <sup>4</sup>
<b>Contingencies</b> <sup>5</sup>	0
<b>Totals</b>	2 500 000

## 4.5 Organisational Set-up and Responsibilities

Specific implementation arrangements will be set up under each of the actions envisaged. Monitoring of the actions indicators and targets will done by the EU Delegation

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

## 4.6 Pre-conditions

N/A

# 5 PERFORMANCE MEASUREMENT

## 5.1 Monitoring and Reporting

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

<sup>3</sup> In order to avoid details on budgets for individual contracts, it is sufficient to indicate the total envelop for procurement. If budgets for individual contracts are public, tenderers tend to orientate themselves on them and not on the terms of reference.

<sup>4</sup> Where the action is not covered by a financing agreement (see section 4.1), but 'will be covered by another Decision' as it is unlikely that evaluation and audit contracts on this action would be concluded within N+1. These contracts have to be authorised by another Financing Decision.

<sup>5</sup> Consider that contracts where no financing agreement is concluded, contingencies have to be covered by individual and legal commitments by 31 December of N+1.



action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

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

Roles and responsibilities for data collection, analysis and monitoring:

EUD Delegation will be responsible for the monitoring of all indicators in this action. Specific monitoring arrangement will be included under each of the actions foreseen: grant, contribution agreement and LTTA contract.

## 5.2. Evaluation

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

In case an evaluation is not planned, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination<sup>6</sup>. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The financing of the evaluation shall be covered by another measure constituting a Financing Decision.

## 5.3. Audit and Verifications

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

# 6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The EU Delegation to El Salvador will develop a short strategic communication and public diplomacy plans that reflect the objectives of the Delegation in this domain, initially covering the period up to the Mid-Term Review (MTR) in 2024. The strategic plan will cover:

1. The audiences targeted
2. For each group targeted, the principal communication objective, couched in terms of measurable outcomes
3. The core narrative, formulated in terms not of what we do in the country concerned , but why we do it
4. Preliminary suggestions for content (messages, straplines, hashtags), partnerships (influencers) and channels
5. Key administrative information: timeline, budget and the programme manager responsible for implementation

This action will provide Long-Term TA to support the EU Delegation in the design and implementation of the strategic communication and public diplomacy plan. This TA may be procured through and international restricted tender procedure.

The Technical assistance contract will be managed by the EU Delegation and will be reviewed at the time of the MTR in 2024.

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<sup>6</sup> See best practice of evaluation dissemination

## Appendix 1 REPORTING IN OPSYS

An Intervention<sup>7</sup> (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

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

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of ‘Group of actions’ level, add references to the present action and other action concerning the same Primary Intervention.

In the case of ‘Contract level’, add the reference to the corresponding budgetary items in point 4.6, Indicative Budget.

<b>Option 1: Action level</b>		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Option 2: Group of actions level</b>		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
<b>Option 3: Contract level</b>		
<input checked="" type="checkbox"/>	Single Contract 1	Foreseen grant contract with a civil society organization – Output 1.2
<input checked="" type="checkbox"/>	Single Contract 2	Foreseen contribution agreement with international organization – Output 1.1
<input checked="" type="checkbox"/>	Single Contract 3	LTTA for visibility and communications – Specific Objective 3
	(...)	
<input checked="" type="checkbox"/>	Group of contracts 1	Short- term Technical assistance contracts – Specific Objective

<sup>7</sup> [ARES \(2021\)4204912](#) - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including ‘action’ and ‘Intervention’ where an ‘action’ is the content (or part of the content) of a Commission Financing Decision and ‘Intervention’ is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention](#).