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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX III

of the Commission Implementing Decision on the financing of the multiannual action plan in favour of Paraguay for 2024 and 2025

Action Document for Support Measures (Policy and Cooperation Facility) for Paraguay 2024

MULTIANNUAL PROGRAMME

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

1 SYNOPSIS

1.1 Action Summary Table

<p>1. Title</p> <p>CRIS/OPSYS business reference</p> <p>Basic Act</p>	<p>Support Measures for Paraguay OPSYS number: ACT- 62550</p> <p>Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)</p>
<p>2. Team Europe Initiative</p>	<p><input checked="" type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Supporting (inter alia) TEI.</p>
<p>3. Zone benefiting from the action</p>	<p>The action shall be carried out in Paraguay</p>
<p>4. Programming document</p>	<p>Multiannual Indicative Programme 2021-2027 for Paraguay</p>
<p>5. Link with relevant MIP(s) objectives / expected results</p>	<p>The action supports the achievement of objectives and results of the MIP and the Global Gateway Strategy through:</p> <ul style="list-style-type: none"> - Support to capacity development and institutional building, including through technical assistance and exchange of public expertise. - Support to policy dialogues: events, conferences, studies, fellowships, exchange platforms to support sector dialogues leading to policy reforms and engagement with governments and other stakeholders, including in areas of mainly EU interest as trade and investment, green transition and others. - Facilitation of Joint Programming / Team Europe coordination at country level. - Actions may also support the participation of the country in EU Programmes and cooperation with EU Agencies, where relevant. - Support the implementation of strategic communication and public diplomacy activities designed to raise awareness, understanding and perception of the EU and its partnership with Paraguay, in line with the priorities identified in the MIP, in particular those related to Global Gateway. Strategic Communication campaigns will serve to position the EU as a trusted and reliable partner of reference for Paraguay.

	- Supporting the preparation, implementation, and evaluation of the Union's cooperation, including via technical assistance.			
PRIORITY AREAS AND SECTOR INFORMATION				
6. Priority Area(s), sectors	Not applicable			
7. Sustainable Development Goals (SDGs)	Main SDG: SDG 17 Partnerships for the Goals Other significant SDGs: <ul style="list-style-type: none"> - SDG 5 Gender Equality - SDG 7 Affordable and Clean Energy - SDG 8 Decent Work and Economic Growth - SDG 9 Industry, Innovation and Investments - SDG 10 Reduced Inequalities - SDG 11 Sustainable Cities and Communities - SDG 13 Climate Action - SDG 15 Life on Land - SDG 16 Peace, Justice and Strong Institutions 			
8 a) DAC code(s)	43010 - Multisector (100%)			
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. Target	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" 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 checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11. Internal markers and Tags	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	/
	digital governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital entrepreneurship	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital skills/literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Connectivity I @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	/	
people2people	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Migration @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): 14.020140 Total estimated cost: EUR 1,000,000 Total amount of EU budget contribution EUR 1,000,000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct management through procurement and Indirect management with the entity (ies) to be selected in accordance with the criteria set out in section 4.3.4.			
14. Type of measure	<input checked="" type="checkbox"/> Cooperation facility <input checked="" type="checkbox"/> Measures in favour of Civil Society			

1.2 Summary of the Action

The EU-Paraguay partnership has developed for more than three decades, based on common values, including a commitment to rule of law, democracy, free markets, respect for human rights, and poverty alleviation. Shared values make the EU and Paraguay natural partners for tackling global challenges. Relations cover political, economic and trade and cooperation areas.

As part of the EU's overall strategic objectives for its external action, the EU has adopted a Multi-Annual Indicative Programme (MIP) for Paraguay. With an allocation of EUR 51 million for 2021-2024, and an estimated allocation of EUR 19 million it covers the two priority areas Green and resilient economy (EUR 22 million) and fighting against inequalities (EUR 26 million) and Support measures (EUR 3 million, divided in two Decisions).

The present action seeks to commit the remaining EUR 1 million available for support measures under the MIP. It will take over from the ongoing EUR 2 million support measures decision (CRIS number 2021/043-619; OPSYS reference ACT-60669).

The Overall Objective is to contribute to a stronger and more effective EU-Paraguay partnership, enhancing the impact of the interventions in eradicating extreme poverty and promoting sustainable development, supporting both joint and EU areas of interest.

The Specific Objectives are to:

- Support the effective and efficient implementation of EU international cooperation actions and policies, in particular those prioritised by the MIP 2021-2027 (and in the corresponding TEI) and promoting the Global Gateway strategy.
- Support policy dialogues and engagement with government and other stakeholders, including in areas of mainly EU interest as environment, trade and investment, gender equality, and others.
- Strengthen strategic communication and public diplomacy, designed to raise awareness, understanding and perception of the EU and its partnership with Paraguay, in line with the priorities identified in the MIP, in particular those related to Global Gateway. Strategic Communication campaigns will serve to position the EU as a trusted and reliable partner of reference for Paraguay.

The overall budget of the Action is EUR 1 million, to be implemented in direct management and indirect management.

2 RATIONALE

2.1 Context

Paraguay is a politically and macro-economically stable country with a solid economic growth until 2019 (4% of GDP growth on average) that contributed to raising living standards of Paraguayans. With a per capita income of over USD5,700, Paraguay is classified as an upper middle-income country. The country has a considerable endowment of natural resources, enormous energy potential, ample fertile land and a young population (50% of the population is under 30 years old).

Informality and limited diversification of the economy hinder sustainable and inclusive development. Inequalities persist and have been further exacerbated by COVID-19 and recent inflation. The country ranks 105 out of 191 countries on the UNDP development index. Despite a reduction of income inequality between 2003 and 2020, significant inequality persists. 1% of the population holds almost 20% of national income, with the top 10% holding more than 50%¹. Indigenous people (120,000 representing 1.6% of the population) are the most affected by different types of inequalities. In Latin America, Paraguay ranks as the country with the fifth highest income inequality in 2023, in addition to the per capita Gross Domestic Product (GDP), among 11 countries, the country together with Haiti, recorded a drop of 1.1% and 3.2%, respectively (CEPAL,

¹ World Inequality Database

2023 In the area of Gender Equality and Women's Empowerment (GEWE), while there have been important achievements, there is still work to be done. The adolescent birth rate was 72 per 1,000 women aged 15-19 in 2015, up from 61.8 per 1,000 in 2008. By 2021, only 15% of parliamentary seats will be held by women. In 2018, 5.5% of women aged 15-49 reported experiencing physical and/or sexual violence from a current or former intimate partner in the previous 12 months. Women and girls aged 15 and over also spend 13.8% of their time on unpaid care and domestic work, compared to 4.6% for men².

Paraguay ratified the Convention of the Rights of People with Disabilities (CRPD) in 2008 and has a National Action Plan for the Rights of Persons with Disabilities (PANDPD). An estimated 15% of Paraguay's population has some form of disability. Furthermore, the illiteracy rate among the population with disabilities aged 15 and over is 17.2%, while the national rate is 5.5%. As for the census population aged 10 and over with disabilities, according to economic activity status, 38.2% are employed; 0.7% are unemployed, and the inactive represent 61.0%³.

Although economic growth (GDP growth 2023: 4.5%), has been consistently above the regional average there is a need to diversify the economy by integrating marginalised people and formalising the economy (now at 70% informal). It is necessary to move towards a more diversified and sustainable production matrix, as well as to include education and social welfare at the core of development strategies.

The country continues to depend heavily on agriculture and livestock, characterised by the high concentration of land in the hands of an elite that received the land at the time of the dictatorship. The distribution model, based on land concentration, leads to the expulsion of the rural population and migration to urban areas, which, added to the low industrialisation of the country, results in few opportunities for access to salaried work for the displaced population, especially young people. This situation contributes to poverty, inequality, and social exclusion. Poverty rates have decreased in the last 25 years, from 40.5% in 1998, to 22.7% in 2023 (INE 2024).

Paraguay MIP acts in this context. It identified some areas of EU and Paraguay interest. With an indicative financial allocation of EUR 51 M for 2021-2024, EU priority areas for 2021-2027 are:

1- **Green and Resilient Economy** (43% of the envelope), to contribute to sustainable development through actions that make Paraguayan economy and society more resilient. Actions are focused on the following sectors: (i) biodiversity preservation and restoration, fight against deforestation and sustainable forest management (ongoing Action Forest4 life) and (ii) sustainable production and support to sustainable value chains (Action under approval process).

This area will also be instrumental for the implementation of some important provisions of the EU-Mercosur Association Agreement, should it be signed and enter into force.

2- **Fight against Inequalities** (51% of the envelope), which have been further aggravated by COVID-19 health and socio-economic consequences and constitute a major obstacle to inclusive development as well as a possible threat for social, economic and political stability. Actions are conducted in the following sectors: (i) inclusive education and vocational training (Action in formulation phase), (ii) labour integration/social protection (Action pending approval), and (iii) gender equality and non-discrimination (Action ongoing).

Two TEIs are foreseen in the MIP: i) Green alliance for PY (German funded confirmed), ii) fight against inequalities (Spanish funding confirmed).

² [Country Fact Sheet | UN Women Data Hub](#)

³ [National Institute of Statistics Paraguay, Government of Paraguay](#)

2.2 Problem Analysis

In recent years, cooperation work has become much more policy driven, which add new tasks to the already heavy workload of the Delegation staff. With Team Europe and Global Gateway Strategy, the Delegation is compelled to work even closer with Member States, European Financing Institutions and private sector.

This comes with the need to strengthen EU communication to promote the EU positioning, EU values, priorities and interests. Having moved away from a fragmented, programme or partner driven approach to a strategic approach focused on the EU's key priorities, the Delegation has been supporting strategic communication and public diplomacy under single, larger contracts. The EU is little known and understood by Paraguayan population, as demonstrated by recent surveys. While it is associated with generous funding of bilateral and civil society programmes and projects, it is hardly seen as a reliable and solid economic and political partner for Paraguay.

At the same time staff profiles are much focused on policy dialogue and programme management. Sector experts are rare: in-house expertise on some specific topics and instruments e.g. communication and financial is largely missing. The capacity to carry out additional tasks, cover new topics, work on studies or formulation exercises, is consequently limited. This includes the sensitive and priority area of strategic communication and visibility, for which no specific staff is allocated. Available staff numbers and profiles contrast with an increasingly wide definition of cooperation, an increasingly broad array of topics to be covered in the geopolitical interest of the Union and the Commission.

Finally, the relevance and impact of EU support often depends on the flexibility and speed with which the EU can mobilise resources.

The proposed Support Measures Action aim to provide this flexibility and fill the mentioned gaps. Its objective is to facilitate capacity building and policy dialogue with Paraguay, enhance EU opportunities to stimulate policy reforms and promote the positioning of the EU as well as international standards. It will provide inter alia short-term technical assistance linked to the identification, formulation, monitoring and evaluation activities necessary to the efficient implementation of the country and regional programmes and possible short-term actions to accompany policy dialogues. In addition, all monitoring and reporting will assess the extent to which the action promotes the principle of gender equality, takes a human rights-based approach and enables the rights of persons with disabilities, including through strengthening inclusion and diversity.

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

State institutions are the primary stakeholders (duty bearers). Building capacities at central and local level (regional, municipal entities), and accompanying public sector reforms (with technical assistance). Priority will be given to the gender machinery (Ministerio de la Mujer), gender focal points of the selected institutions and those linked to human rights.

For the Strategic Communication component, 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.

Main multipliers and Youth as the target groups of the Delegation's Public Diplomacy Strategy. Multipliers shape public opinion in different ways and need to be provided with in-depth, factual and balanced information to allow full understanding of the dynamics within the EU and echo them accurately. The multipliers identified are Opinion leaders; Political parties, candidates, future decision makers and public administrations, at all levels; Businessmen/women, companies and trade unions; NGOs, Civil society, EU project beneficiaries; Academia, Erasmus Association, Universities and think tanks / research centres.

EU Member States, their technical and financial cooperation institutions are part of Team Europe, partners in most sectors. Coordination is an important task of the Delegation.

Women and youth and their organisations as target groups of specific work under the GAP-CLIP, civil society roadmap and support to youth.

Civil society, including organisations of people with disabilities is an important partner in implementation and the promotion of democracy and values.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this action is to:

Contribute to a stronger and more effective EU-Paraguay partnership, enhancing the impact of the interventions in eradicating extreme poverty and promoting sustainable development, supporting joint and EU areas of interest.

The Specific Objectives of this action are:

- └ **SO1: Support the effective and efficient implementation of EU international cooperation** actions and policies, in particular those prioritised by the MIP 2021-2027 (and in the corresponding TEI) **and the promotion of Global gateway strategy** (through identification and implementation of Global Gateway investment projects).
- └ **SO2: Support policy dialogues and engagement** with government and other stakeholders, including regarding gender equality and disability inclusion in areas of mainly EU interest as trade and investment, standards and others.
- └ **SO3: Measurably increase awareness, understanding and perception of the EU partnership and its value-offer to Paraguay, in particular around key Global Gateway priorities.**

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives are:

Output 1. The implementation of EU international cooperation and Global Gateway investment Agenda is facilitated and supported.

Output 2. Specific sector dialogues are supported.

Output 3.1. Strategic communication campaigns focused on EU-Paraguay and Global Gateway cooperation priorities are designed and implemented.

Output 3.2. Public diplomacy activities in support of strategic communication are designed and implemented to make the EU's brand positioning more understandable, visible and influential to target audiences.

3.2 Indicative Activities

SO1 – Implementation of EU international cooperation:

Activities related to output 1. *The implementation of EU international cooperation is facilitated and supported.*

- o Short term Technical Assistance (TA) to support the design, implementation, evaluation and others of EU cooperation activities in Paraguay
- o Short-term TA to support the design and implementation of national strategies in areas of interest.
- o TA to support coordination of Team Europe Initiatives, EU-led sector coordination mechanisms, including on links with humanitarian assistance.
- o TA to support Global Gateway investment projects in Paraguay (identification, feasibility studies, etc)
- o TA to support the implementation of EU GAP Country-level Implementation Plan, EU Civil Society Roadmap, EU Human Rights Strategy and others.
- o Support participation of Paraguay in global or other EU Programmes and cooperation, including with EU Agencies.

- o TA for capacity building or training activities.
- o Preparation of EU international cooperation related events, meetings, seminars, exchange programmes, field mission and external visits.

SO2 – Policy dialogue

Activities related to output 2. Specific sector dialogues are supported

- o Studies and research to inform the policy dialogues and strengthen evidence-based discussions and national policies implementation in areas of EU interest.
- o Facilitation of policy dialogues and coordination (involving central government, sub-national entities, non-state actors and international cooperation partners on key priorities) in areas of interest to strengthen compliance and implementation of strategies and policy frameworks.
- o Events, conferences, studies, exchange platforms related to both areas of common and EU interest.

SO3 – Strategic communication and public diplomacy:

- o **Activities related to output 3.1. Strategic communication campaigns focused on EU-Paraguay and Global Gateway cooperation priorities are designed and implemented** Design and implement strategic communication activities designed to raise public awareness, understanding and support for the EU’s partnership with the country.
- o Support the communication roll out of Global Gateway priorities and Team Europe Initiatives, including around significant milestones and key events, such as missions and summits.

Activities related to output 3.2. Public diplomacy activities in support of strategic communication are designed and implemented to make the EU’s brand positioning more understandable, visible and influential to target audiences.

- o Design public diplomacy activities to build trust and enhance the understanding and support for the EU’s partnership with the country, by developing networks and new alliances with key stakeholders, including from the academia, youth networks, civil society or the cultural sector.
- o Promote public diplomacy in areas of the fight against climate change, human rights, the promotion of the EU-Mercosur Association Agreement, and cooperation in education and innovation i.a.

Foster, maintain and connect networks and communities.

3.3 Mainstreaming

The MIP Paraguay emphasises cross-cutting issues, mainly gender, climate change, good governance and human rights. The support measures or cooperation facility proposed here is well placed to mainstream crosscutting issues relevant to the different sector interventions and add coherence and consistency to the MIP. The “Cooperation Facility for implementation of the MIP 2021-2027” will thus address the demand for technical assistance in the areas where additional support will be needed.

One area that will receive particular attention is the Green Deal/Climate Change area as it is a key priority focus in this MIP and will need to be translated into implementation and ensure alignment with relevant national plans and strategies (circular economy, national reforestation plan, etc.).

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
1. Risks related to the external environment	Political instability, government changes, staff rotation in Ministries	H	L	The EU cooperation programme with Paraguay has adapted to political instability as it could.

(outside DG/Commission)				Support measures and cooperation facility do not depend on authorities and provide means to adjust to changing situations and risk mitigation.
	Limited engagement in favour of gender equality and the empowerment of women, a human rights-based approach, and the inclusion of people with disabilities by the targeted organisations	M	H	The project will provide adequate resources to work with State institutions and CSOs on the importance of integrating gender equality, a human rights-based approach, and the rights of persons with disabilities
2. Risks related to planning, processes and systems	Action overlap with or duplicates existing EU support.	L	M	Regular coordination meetings among respective sections (coop and PPI).

Lessons Learnt:

- Support measures are a pertinent tool to fill Delegation gaps in terms of human resources, in quantity, quality or profiles.
- Modest investments for coordination and other under support measures can bring disproportional results. Anticipating needs and timely contracting of support are important.
- Contracting and implementing support measure contracts increase the workload. It is thus important to include the provision of respective human resources or expertise.
- Peer to peer exchanges amongst EU and Latin American decision makers, officials and experts have shown to be particularly relevant in guiding a careful public debate.
- While communication is a key tool to achieve objectives, there is usually no adequate staff in the cooperation section sufficiently dedicated to the task and with the competences.

3.5 The Intervention Logic⁴

The underlying intervention logic for this action is to support the EU- Paraguay partnership. It will enable the EU to:

- assist the EU Delegation in implementing key priorities and policies, both in common or EU interest, and to support strategic communication and public diplomacy activities to raise public awareness and visibility.
- facilitate strategic technical support and capacity building in order to achieve the results and impact of the EU cooperation programme as a whole.
- provide thematic and feasibility studies, impact and peer assessments, support to public policies formulation, opportunities for knowledge sharing and capacity building, support to aid efficiency initiatives such as donor coordination.

The proposed Facility is conceived as a flexible instrument, structured along the different pillars of the MIP 2021-2027 of Paraguay, the TEIs designed with Member States and transversal, regional or global EU priorities. The actions will respond to needs and priorities. The Facility can also respond to requests for technical advice on important policy matters. The intervention logic is sufficiently flexible to address needs arising during the implementation period 2025-2027.

⁴ [@TEI Methodological Note to Support Design](#)

3.6 Logical Framework Matrix

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To contribute to a stronger and more effective EU-Paraguay partnership, enhancing the impact of the interventions in eradicating extreme poverty and promoting both joint and EU areas of interest.	1 EU cooperation registers an improvement in the OECD peer review reports.	1 OECD report 2024	1 OECD report 2027	1 OECD	<i>Not applicable</i>
Outcome 1	1 Effective and efficient implementation of EU international cooperation actions including the GGIA and policies supported.	1.1 % of MIP 2025-2027 committed	1.1 0 (2025)	1.1 100 (2027)	1.1 OPSYS	
Outcome 2	2 Policy dialogues and engagement with government and other stakeholders supported.	2.1 # of different sector dialogues organised by contractors 2.2 # of EU civil society structured dialogue meetings held	2.1 0 (2025) 2.2 0 (2025)	2.1 4 (2027) 2.2 10 (2027)	2.1 EUD report 2.2 EUD report	Continued government openness to dialogue
Outcome 3	3 Strategic communication and public diplomacy strengthened.	3.1 EU brand recognition and approval rates 3.2 Brand approval	3.1 top of mind 11 th place in first mention (2022) 3.2 Citizen's opinion about the EU in Paraguay:56% favourable opinion (2022)	3.1 top of mind 9 th place in first mention (2027) 3.2 Citizen's opinion about the EU in Paraguay:60% favourable opinion	3.1 Perception survey	
Output 1 relating to Outcome 1	1.1 The implementation of EU international cooperation including GGIA is facilitated and supported.	1.1.1 # of decision contracted 1.1.2 # of studies (PEFA, etc.) 1.1.3 # of GGIA ongoing	1.1.1 0 (2025) 1.1.2 0 (2025) 1.1.3 0 (2025)	1.1.1 95 (2025) 1.1.2 4 (2025) 1.1.3 2 (2027)	1.1.1 OPSYS 1.1.2 EUD report 1.1.3 EUD report	Continued EU cooperation after 2024

Output 1 relating to Outcome 2	1.2 Specific sector dialogues are supported	1.2.1 # of sector dialogue meetings	1.2.1 0 (2025)	1.2.1 15 (2027)	1.2.1 EUD report 1.2.2 EUD report	
Output 1 relating to Outcome 3	2.1 Strategic communication is improved.	2.1.a Accounts Reach 2.1.b Accounts Engagement rate 2.1.c Follower growth	2.1.a +30% per month (2024) 2.1.b +20% per month (2024) 2.1.c +1% per month (2024)	2.1.a +50% per month (2027) 2.1.b +30% per month (2027) 2.1.c +2% per month (2027)	EUD statistics	
Output 2 relating to Outcome 3	2.2 Public diplomacy supported.	2.2.1 # of public diplomacy activities supported	2.2.1 0 (2025)	2.2.1 12 (2027)	2.2.1 EUD report	Interest of local stakeholders

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a Financing Agreement with Paraguay.

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 **60 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 measures⁵.

4.3.1 Direct Management (Grant) – NOT APPLICABLE

4.3.2. Direct Management (Prize(s)) – NOT APPLICABLE

4.3.3. Direct Management (Procurement) – Specific Objectives 2 and 3

The action will be implemented through one or more service contracts signed and managed by the European Union as contracting authority.

These service contracts will cover all specific objectives (SO 2, SO3).

4.3.4 Indirect Management with an entrusted entity – Specific Objective 1

A part of this action may be implemented in indirect management with an entrusted entity, which will be selected by the Commission services using the following criteria: i) experience in identification and assessment of investment projects ii) knowledge of the Paraguayan context iii) knowledge of GGIA priorities. The implementation by this entity entails the promotion of Global Gateway strategy providing support to the identification of new Global gateway investment projects and/or to the implementation of already approved GGIA.

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

If the implementation modalities in direct management cannot be implemented due to circumstances outside of Commission's control, alternative implementation modalities in indirect management might be considered and notably, to entities offering similar technical competences, and/or capacities and/or experience to those of the entities originally foreseen in direct management.

If the implementation in indirect management cannot be implemented due to circumstances outside of Commission's control, alternative implementation modalities in direct management might be considered similar to those planned under 4.4.3.

⁵ 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.

4.4 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	EU contribution (amount in EUR)
Implementation modalities	
SO2: Support policy dialogues and engagement, SO3: Strengthen strategic communication and public diplomacy composed of	700,000
Procurement (direct management) section 4.3.3	
SO1: Support the effective and efficient implementation of EU international cooperation and promotion of Global Gateway Strategy composed of	300,000
Indirect management with an entrusted entity section 4.3.4.	
Totals	1,000,000

4.6 Organisational Set-up and Responsibilities

Contracts will be managed by the concerned Delegation in direct management and in indirect management with entrusted entity/ies. Local government, private sector or civil society counterparts as well as Member States will be consulted and involved according to the nature and objective of the contract.

Contracts for support to policy dialogues, strategic communication and public diplomacy will be managed in coordination between the different Delegation sections. The strategic communication and public diplomacy 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.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

SO1 – Implementation of EU international cooperation:

Activities related to output 1. *The implementation of EU international cooperation is facilitated and supported.*

- o Short term Technical Assistance (TA) to support the design, implementation, evaluation and others of EU cooperation activities in Paraguay
- o Short-term TA to support the design and implementation of national strategies in areas of interest.
- o TA to support coordination of Team Europe Initiatives, EU-led sector coordination mechanisms, including on links with humanitarian assistance.
- o TA to support Global Gateway investment projects in Paraguay (identification, feasibility studies, etc)
- o TA to support the implementation of EU GAP Country-level Implementation Plan, EU Civil Society Roadmap, EU Human Rights Strategy and others.
- o Support participation of Paraguay in global or other EU Programmes and cooperation, including with EU Agencies.
- o TA for capacity building or training activities.
- o Preparation of EU international cooperation related events, meetings, seminars, exchange programmes, field mission and external visits.

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).

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

5.2 Evaluation

Having regard to the nature of the action, an 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 AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle adopts a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

In line with the 2022 “Communicating and Raising EU Visibility: Guidance for External Actions”, 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.

The present Support Measures – Cooperation Facility provides the necessary funding to support the implementation of the Delegation’s strategic communication and public diplomacy plan.

Replacing communication funds under individual bilateral programmes, FPI funds for public diplomacy and others, the present action will fund communication and visibility for the implementation of Delegation strategic communication and public diplomacy.

It is envisaged that a contract for communication and visibility may be contracted under a framework contract.