



**EN**

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

**ANNEX**

of the Commission Implementing Decision on  
support measures in favour of Jamaica for 2021

**Action Document for European Union - Jamaica Cooperation Facility**

**ANNUAL 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 Article 23 of NDICI-Global Europe Regulation.

**1. SYNOPSIS**

**1.1. Action Summary Table**

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	European Union - Jamaica Cooperation Facility CRIS number NDCICI LA/2021/43461 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	<input type="checkbox"/> Not applicable <input checked="" type="checkbox"/> Supporting (inter alia) TEI.
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Jamaica
<b>4. Programming document</b>	Multiannual Indicative Programme (MIP) 2021-2027 for Jamaica
<b>5. Link with relevant MIP(s) objectives/expected results</b>	MIP 2021-2027 support measures.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Not applicable
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG : 17 (partnerships for the goals) Other significant SDGs and where appropriate, targets: SDG 5 on gender equality, SDG 8 on decent work and economic growth, SDG 10 on reduced inequalities, SDG 13 Climate Action, SDG 16 on public institutions
<b>8 a) DAC code(s)</b>	DAC code 43010 – Multi-sector
<b>8 b) Main Delivery Channel</b>	12000 Public sector institutions

9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<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"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	11. Internal markers and Tags:	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>
Digitalisation Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services		<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Connectivity @ Tags: transport people2people energy digital connectivity		<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Migration (methodology for tagging under development)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of Inequalities		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	(methodology for marker and tagging under development)			
	Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line(s) (article, item): BGUE-B2021-14.020141-C1-INTPA  Total estimated cost: EUR 1.5 million Total amount of EU budget contribution: EUR 1.5 million			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing<sup>1</sup></b>	Direct management through Procurement Indirect management with Jamaica			
<b>14. Type of measure</b>	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of Civil Society			

## 1.2. Summary of the Action

Jamaica is an upper middle-income country and the largest in size and population in the English speaking Caribbean. Jamaica's economy is characterized by modest economic growth (1.89% in 2018; 0.91% in 2019), high public debt (105.6% of GDP in 2020) and exposure to external shocks. The country's economic development is hampered by several development challenges including poverty rates (12.69% in 2018), inequalities, high youth unemployment and high levels of crime, vulnerability to disasters caused by natural events despite being relatively rich in natural resources, high levels of school enrolment and a strong and vibrant tourism sector.

The EU and Jamaica have a strong and long-standing relationship of partnership and cooperation, with the EU standing as Jamaica's largest provider of official development assistance.

It is against this background that the programme aims to contribute to the implementation of Government of Jamaica's development agenda. The Specific Objectives of this action are to provide support to the effective preparation/formulation, implementation and management of the EU-Jamaica cooperation and to increase public knowledge of the EU cooperation with Jamaica while enhancing the capacities of the Government and relevant stakeholders to efficiently implement national development objectives, through strategic communication and public diplomacy activities. To this end, the proposed project has the following expected results:

Result 1: Effective and timely identification, formulation, implementation of the priorities of the GOJ-EU Cooperation Programme, including in support to regulatory convergence with the EU and other EU priorities/policies

Result 2: Improved capacity of the Government of the Jamaica (GOJ) and other stakeholders in the effective preparation, management and oversight of GOJ-EU Cooperation Programme and in the implementation of the national development objectives, of the EU-Cariforum Economic Partnership Agreement and other international commitments.

Result 3: Strengthened networks and increased awareness, understanding and approval of the EU's cooperation, political and economic partnership with Jamaica, and its role in the region and world, including through the Team Europe approach, through strategic communication and public diplomacy activities about the EU and the key policies and priorities in our relationship.

This action will include among other things funding for technical assistance, capacity development and institutional strengthening measures, strategic communication, research and studies, training, conference and other related activities.

<sup>1</sup> Art. 27 NDICI

## 2. RATIONALE

### 2.1. Context

As with most economies around the world, the Jamaican economy has been significantly impacted by the socio-economic effects of the COVID-19 pandemic. The Jamaican's economy contracted by approximately 11% during the Financial Year (FY) April 2020- March 2021. The economic decline in 2020/21 was driven by a massive 70% contraction in the tourism industry. Government Revenues declined by approximately 11.3% as compared to the previous financial year. Projected public debt to GDP for FY 2021/22 is 100.7%, and this is forecast to decline to 76.8% by end-FY 2024/25. The public debt to GDP target of 60 % has been extended to March 31, 2028 in keeping with the suspension of the fiscal rules associated with the fiscal impact of the pandemic. The impact of COVID-19 could derail some of the hard-won fiscal gains made over time and in particular in the immediate pre-COVID period.

With a view to cushioning the economic impact of COVID-19, the Government of Jamaica announced a vast socio-economic recovery and vaccine programme to boost the economy. The Government's plan seeks to improve the country's infrastructure in order to drive jobs and economic activity, enhance productivity and strengthen resilience. Under this programme, the Government will allocate funds to address the pressing health needs resulting from the COVID-19 pandemic.

Jamaica's long-term development is guided by its Vision 2030 Jamaica – National Development Plan which is a strategic road map to guide the country to achieve its goals of sustainable development and prosperity by 2030. It is based on specific guiding principles, goals and national outcomes, all in the move towards Jamaica becoming “the place of choice to live, work, raise families and do business”.

The proposed action will build on the achievements made under previous cooperation facility projects as similar facilities have been instrumental in assisting the Government of Jamaica moving forward on key policy reforms initiatives supported by the EU. The action falls under the priorities of MIP support measures. It aims at strengthening the development cooperation between the European Union and the Government of Jamaica. The action will contribute to advance the implementation of the Team Europe Initiatives since it will provide support to the preparation, implementation, management and monitoring of EU programmes. The action responds to the need to ensure a rigorous identification, formulation and implementation of the Multiannual Indicative Programme (MIP) 2021-2027. The MIP has identified three priority areas namely: sustainable and inclusive economy, Climate change and environment, and Good Governance and Human Security.

The action will as well contribute to improving public awareness, understanding and perception of the EU's role in the country, particularly on the priority areas identified.

### 2.2. Problem Analysis

The Planning Institute of Jamaica (PIOJ), as the principal interlocutor for all International Development Partners including the EU Delegation, the Government Ministries and agencies/departments concerned, does not always have sufficient human resources and expertise to carry out the identification, formulation of projects/programmes and feasibility studies.

There is a need to reinforce the capacity of selected line ministries and public entities in order to help them fulfil efficiently their mandate. In particular, there will be a need to continue to provide capacity development and institutional strengthening measures as well as technical assistance expertise to the Planning Institute of Jamaica, which under previous European Development Funds were tasked with coordinating and managing the Jamaica-European Union Cooperation. This support is still necessary within the PIOJ given the current capacity constraints of the entity (only a limited number of civil servants). Technical Support is also needed to enhance the capacity of selected ministries and public entities with a view to improving the general management of EU-funded interventions, ensure smooth implementation of programmes and international commitments and maintain proper and robust reporting. It will help them to have adequate capacity to follow up and implement the actions.

In addition, the programming and implementation of EU-funded programmes will require the involvement of selected line ministries, Ministries Agencies and new implementing partners which could be relatively inexperienced with European Union procurement and financial procedures. As a result, these actors and stakeholders would also be in need

of capacity building support and institutional strengthening measures to ensure the successful implementation of the Jamaica-European Union Cooperation programmes.

There is a need for the general public to better understand the dimensions of EU-Jamaica's collaboration. Strategic communication activities will be designed to raise awareness, understanding and approval of the EU-Jamaica cooperation, including through large scale national campaigns. These activities will target general public audiences, particularly but not exclusively in the 18-35 age cohort. In addition, Public Diplomacy initiatives should aim at reinforcing and developing trusted channels of engagement with key target audiences and partners in Jamaica and fostering networks that can support the achievement of shared priorities by involving key target audiences and partners such as youth, students, academics, influencers, business, civil society and the cultural sector.

The EU's financial support to Jamaica through the various instruments is very well known, especially among government partners, parliamentarians, civil society and journalists. There is the perception that because of the historical connection between the UK and Jamaica (among other Caribbean countries), the UK was the region's best advocate in the EU. With Brexit, there are lingering concerns about how the relationship with the EU of 27 will develop in the future. The concern is further heightened with the graduation of many Caribbean countries to middle income status and within the context of the devastating impact of the COVID-19 pandemic on Caribbean economies, largely dependent on tourism.

Already the Delegation in Jamaica has developed strong relationships with many of these target groups through the various programmes and initiatives. The EU Visitors Programme, the Erasmus Mundus programme, the relationship developed with the cultural sector through the film festival and the short film competition as a side event, with academia through regular dialogues with post graduate students at the University of the West Indies and through the network of youth engaged with the Poverty Reduction Programme. These can all be leveraged to broaden people's understanding of the EU/Jamaica partnership, EU values and create improved understanding of Europe and Europeans and in so doing, create a basis for a stronger partnership.

Greater efforts should be made through strategic communication to reinforce the visibility and understanding of European Union-Jamaica Cooperation among the general public. These would be designed to raise awareness and understanding not only of the EU's role as the Government of Jamaica's main provider of grant resources, but as a values-driven and economic partner.

In addition to audiences targeted through strategic communication activities, press and information activities will target key media.

The main stakeholders include: the Ministry of Finance and the Public Service which has overall responsibility for developing the Government's fiscal and economic policy framework; the Planning Institute of Jamaica (in particular the European Union Unit within the Directorate for External Cooperation Management) which is the foremost planning agency of the government that seeks to initiate and coordinate the development of policies, plans and programmes for the sustainable development of Jamaica; and the Ministry of Foreign Affairs and Foreign Trade which is responsible for the implementation of Jamaica's foreign and trade policy, the management of Jamaica's international relations and the promotion of its interests overseas. Other main stakeholders include the relevant government bodies and the non-state actors (NSAs). The ultimate beneficiaries will be the citizens of Jamaica who will benefit from the improved effectiveness and management of donor's assistance

### 3. DESCRIPTION OF THE ACTION

#### 3.1. Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to contribute to the implementation of the Government of Jamaica's development agenda.

The Specific Objectives of this action are to provide support to the effective preparation/formulation, implementation and management of the EU-Jamaica cooperation, political and economic partnership, and to increase public knowledge and perception of the EU cooperation with Jamaica while enhancing the capacities of the Government and relevant stakeholders to efficiently implement national development objectives, through strategic communication and public diplomacy activities.

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

- Result 1: Effective and timely identification, formulation, implementation/monitoring of the priorities of the GOJ-EU Cooperation Programme, including in support to regulatory convergence with the EU and other EU priorities/policies.
- Result 2: Improved capacity of the Government of the Jamaica (GOJ) and other relevant stakeholders in the effective preparation, management and oversight of GOJ-EU Cooperation Programme and in the implementation of the national development objectives, by building, maintaining and strengthening relevant networks through public diplomacy activities of the EU-Cariforum Economic Partnership Agreement and other international commitments.
- Result 3: Strengthened networks and increased awareness, understanding and approval of the EU's cooperation, political and economic partnership with Jamaica, and its role in the region and world, including through the Team Europe approach, through strategic communication and public diplomacy activities about the EU and the key policies and priorities in our relationship.

### 3.2. Indicative Activities

Indicative Activities related to Result 1 may include the following:

- Provision of Technical Assistance to support the identification, formulation, implementation, management and monitoring of EU-funded programmes including priorities of the GOJ-EU Cooperation Programme;
- Studies, research and training.

Indicative Activities related to Result 2 may include the following:

- The provision of technical assistance, and procurement of equipment and furniture to support the work of the PIOJ as EU's main counterpart for the management of EU-Jamaica cooperation;
- The provision of technical assistance to support the work of PIOJ as the country's focal point for the Sustainable Development Goals, the long term National Development Plan - Vision 2030;
- Technical assistance to selected line Ministries, public institutions/entities and NSAs to effectively implement, manage and oversee the GOJ-EU Cooperation Programme, implement and promote the EU-Cariforum Economic Partnership Agreement and regional integration initiatives, as well as aspects related to EU-Jamaica relation and the implementation of Vision 2030 Jamaica and SDGs;
- Support to the carrying out of studies on key technical topics related to development or economic matters of relevance to EU-Jamaica relations;
- Support will also be provided for research and analysis to determine and assess baselines, viability and impact of policies, projects/programmes in support of GOJ's development agenda;
- Institutional strengthening and capacity building activities;
- Access to knowledge and skills, training, workshops, conferences and meetings; participation of Government officials and NSAs in local and international seminars, conferences and meetings, learning processes, support to policy dialogue and other issues related to development cooperation.

Indicative Activities related to Result 3 may include the following:

- 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. All such campaigns will be data-driven, rigorously tracking hard KPIs that will allow content to be constantly adjusted in line with evidence of the material and approaches that resonate most successfully with the audience;
- Design strategic communication activities to promote general public audiences' understanding and awareness of the Union's values, interests, specific policies and impact in the country, particularly as a defender of peace, democracy, human rights and the rule of law;
- Organise and implement public diplomacy activities designed to contribute to fostering, maintaining and connecting networks (and communities), whether these are developed through dedicated initiatives or through existing programmes. This may include meetings and capacity building activities, and by building relevant avenues to engage with these audiences (e.g. regular fora);
- Develop long-term initiatives with key sectors including the cultural sector, the business community and academia to share EU values and create improved understanding about the EU and its partnership with third countries, including Jamaica, particularly about the role of the EU in supporting Jamaica's sustainable development and

about shared values, principles and priorities underpinning the EU's political and economic relationship with Jamaica.

### 3.3. Mainstreaming

This action is not targeting the vulnerable groups directly but it will address issues of people living in vulnerable and marginalised situations (including marginalised communities, minorities, the poorest, people with disabilities and people living in severe poverty, vulnerable women, children and youth) as the strategic communication and public diplomacy activities will allow focusing on challenges experienced by the most vulnerable, and allow a better targeted approach for development projects. The action will also promote resilience and conflict prevention and non-discrimination, as targeted by the MIP.

#### **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).

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

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is a significant objective of the proposed action.

This proposed action will also support the design of actions that are addressing people living in vulnerable and marginalised indigenous communities and focussing in particular on women, children and youth. During the implementation of this action, all efforts will be made to connect, inform and consult these communities and groups to increase their resilience and well-being to the benefit of the overall population of the target area.

#### **Human Rights**

Jamaica has a strong history of involvement with advocacy for human right both locally and globally. Jamaica has ratified most international humanitarian and human rights conventions with the exceptions of the Rome Statute of the International Criminal Court, and Convention on torture. Despite ratification, there are continuing challenges including access to justice, extra-judicial killings by the security forces, violation of women's and children's rights, poor conditions of detention including for juveniles, and discrimination against LGBT persons. The level of child abuse continues to be unacceptably high and discipline by violent means remains a part of sub-cultural norms. Gender-based violence also continues to be a major issue, especially as a significant share of cases of violence against women results in the death of the victim.

#### **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 relevant for inclusion of persons with disabilities.

#### **Democracy**

Jamaica has a strong democratic tradition having had decades of seamless exchanges of power. Jamaica's score under the Economist Intelligence Unit (EIU) index on democracy for 2020 is 7.13 (42 out of 167 countries).

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

As Jamaica is targeted under this MIP with human security dimensions, the issues have particular importance for the strategic communication and public diplomacy activities, as attention will be brought to current challenges the country is facing.

#### **Disaster Risk Reduction**

As Jamaica is one of the most at risk countries in the region, Disaster Risk Reduction measures will be highlighted especially through the strategic communication and public diplomacy component, in order to further discuss challenges and opportunities in this area with the key stakeholders and raise awareness and understanding of the issues among the wider public.

### 3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
Inadequate quality of Technical Assistance	Risk 1	L	L	Regular follow-up of beneficiaries on the service support provided; Adequate monitoring activities.
Lack of commitment and ownership from the country may lead to limited and inadequate support to the action.	Risk 2	L	L	Ensure diligent stakeholders consultation and involvement along the preparation and implementation period.
Delay in implementation	Risk 3	M	M	Procedures and timelines for implementation of the programme estimate and direct implementation will be put in place by the EU and the Government of Jamaica.
Low absorption of technical assistance component	Risk 4	M	M	This will be mitigated by raising awareness among key stakeholders on the availability of Cooperation Facility funds.

#### Lessons Learnt:

This is the seventh co-operation Facility project to be provided under the EU-Jamaica cooperation programmes. Over the years, this Facility has been instrumental in assisting the Government of Jamaica to advance key policy reform initiatives supported by the EU. It remains an important tool for the EU in order to remain responsive to Government's demands and needs and to be able to bring sufficient expertise and experience.

The previous cooperation facility projects under the 10th and 11th EDF have been useful to the Government in assisting with technical expertise for work not covered by a programme. In this context, a result-oriented monitoring mission (ROM) carried out in July 2020 on the 11th EDF Technical Cooperation Facility VI (TCF VI) found that the facility was relevant as it addressed the needs and rights of the beneficiaries. The mission report also stated that 11th EDF TCF VI was well suited to the government's institutional, financial and human resource capacities. The ROM stressed that outputs resulting from the TCF VI implementation were of high quality and that the intervention will most likely reach its intended outcome. The mission also suggested that there was a total complementarity between the TCF VI and the other interventions funded by the EU in Jamaica.

Through the TCF VI, local stakeholders were able to benefit from training programmes, participation in technical conferences and thematic interventions with the view to improving the efficiency of implementation of the 11th EDF interventions.



### 3.5. The Intervention Logic

The underlying intervention logic for this action is to support the EU-Jamaica partnership. It will enable the EU to respond to the need to ensure a rigorous formulation and implementation of the EU-Jamaica development programme. The action is conceived to support this process and to fill any gaps which could pose a risk to the successful implementation of the EU-Jamaica cooperation programme. In doing so, the action should ensure that the Government of Jamaica, the line Ministries, relevant government agencies and other relevant stakeholders strengthen their capacity in understanding and managing development cooperation activities. These actions to be provided under are intended to be demand-driven rapid-response tools that will enable the EU to mobilise targeted, flexible, and tailor-made short-term/medium term support to help Jamaica move forward across a broad range of the interlinked goals of EU-Jamaica development cooperation. By targeting general public through strategic communication, 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-Jamaica partnership.

## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1. Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with Jamaica.

### 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 entry into force of the financing agreement.

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

### 4.3. Implementation Modalities

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

#### 4.3.1. Direct Management (Procurement)

##### Result 1

Provision of technical assistance including short to medium/long-term technical assistance/consultancies, studies and researches and other related activities under Result 1 may be partially funded by direct management mode (procurement). As a result, under this management mode, the activities/services will be procured by the EU Delegation.

##### Result 3

Result 3 is implemented through direct management mode (procurement). This will be done in form of procurement of contracts by the EU Delegation.

A call for tender might be launched by 30 November 2021 under a suspensive clause as it might be prior to the adoption of this Decision. This is justified because there is need to advance the mobilization of technical assistance for the formulation of projects and programmes and the implementation of some actions.

#### 4.3.2. Indirect Management with Jamaica

Result 2 and partially Result 1 will be implemented in indirect management with Jamaica according to the following modalities:

The partner country will act as the contracting authority for the procurement and grant procedures. The Commission will control ex-ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex-ante control for procurement contracts above EUR 100,000 (or lower, based on a risk assessment) and may apply ex-post control for procurement contracts up to that threshold. The Commission will control ex-ante the grant procedures for all grant contracts.

Payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the partner country for ordinary operating costs, direct labour and contracts below EUR 300,000 for procurement and for grants.

The financial contribution covers, for an amount of EUR 5,000 the ordinary operating costs incurred under the programme estimates.

The partner country shall apply the Commission's rules on procurement and grants. These rules will be laid down in the financing agreement to be concluded with the partner country.

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

Direct Management mode (procurement) may be replaced by indirect management mode as alternative option when the direct management mode (procurement) cannot be implemented due to circumstances outside of the control of the Commission.

Indirect Management mode (programme estimates) may be replaced by direct management mode (procurement) as alternative option when the indirect management mode (programme estimates) cannot be implemented due to circumstances outside of the control of the Commission.

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

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

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

#### 4.5. Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities – cf. section 4.3</b>	
<b>Result 1: Effective and timely identification, formulation, implementation of the priorities of the GOJ-EU Cooperation Programme</b>	<b>580,000</b>
Procurement (direct management) cf. section 4.3.1	430,000
Indirect management with Jamaica cf. section 4.3.2	150,000
<b>Result 2: Improved capacity of the Government of the Jamaica (GOJ) and other stakeholders in the effective preparation, management and oversight of GOJ-EU Cooperation Programme and in the implementation of the national development objectives.</b>	<b>430,000</b>
Indirect management with Jamaica cf. section 4.3.2	430,000

<b>Result 3: Strengthened networks and increased awareness, understanding and approval of the EU's cooperation with Jamaica, and its role in the region and world, including through the Team Europe approach, through strategic communication and public diplomacy activities.</b>	<b>450,000</b>
Procurement (direct management) section 4.3.1	450,000
<b>Audit and Evaluation cf. sections 5.2 and 5.3</b>	<b>40,000</b>
<b>Total</b>	<b>1,500,000</b>

#### 4.6. Organisational Set-up and Responsibilities

A Steering Committee shall be set up to oversee and validate the overall direction and policy of the project. The project steering committee shall meet twice a year.

The project steering committee shall be made up of:

- A representative of the Ministry of Finance and the Public Service;
- A representative of the Ministry of Foreign Affairs and Foreign Trade;
- A representative of the Planning Institute of Jamaica (PIOJ);
- A representative of the Head of Delegation with observer status.

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.

#### 4.7. Pre-conditions

Not applicable

### 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).

#### 5.2. Evaluation

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

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that a next phase of project might be envisaged.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, 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. Evaluation services may be contracted under a framework contract.

#### 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 will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

Regional and global strategic communication and public diplomacy funds will be managed from headquarters.

At country level, action documents for specific sector programmes are no longer required to include a provision for communication 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.

To that end, Delegations will first develop short strategic communication and public diplomacy plans that reflect the objectives of the Delegation as a whole in this domain, initially covering the period up to the Mid-Term Review (MTR). The plans will be endorsed by a coordination mechanism comprised of the EEAS, DG INTPA, DG NEAR and FPI, and will be reviewed, modified and extended as appropriate as part of the MTR process. The strategic plan will include key administrative information (timeline, budget and the programme manager responsible for implementation).

Audiences targeted in the strategic plan will include vulnerable youths in underserved communities, women, girls, men and boys, violence perpetrators, women leaders and rights advocates, survivors of violence and youth in particular, children, farmers, residents in forest dependent areas, opinion shapers at the community level, journalists, stakeholders in the priority sectors, youth, policy and law makers, religious leaders, international development partners, general public audiences, particularly but not exclusively in the 18-35 age cohort, policy influencers and civil Society organisations as well as cultural operators and artists, Government Ministries and Departments, private sector, schools, academia, and international organisations among others.

Key messages will be developed in line with the priorities and tailored toward the specific audience and different media. A mix of channels and media will be used to enhance the intended outcomes based on several factors, including each target group's specific characteristics and needs, media trends, and the most efficient channels for communication. The key messages will promote understanding and awareness of the Union's values, interests, specific policies and impact in the country, particularly as a defender of peace, democracy, human rights and the rule of law.

The background for key messages is to raise awareness and understanding not only of the EU's role as the Government of Jamaica's main provider of grant resources, but as a values-driven partner.

Public diplomacy, strategic communication and dialogue with stakeholders will contribute to raising awareness, understanding and improve public perception of the EU, its influence in the world, culture and people, and the EU-Jamaica cooperation/partnership as well as reinforce and develop trusted channels of engagement with key target audiences and partners in Jamaica.

It is envisaged to contract under direct management (point 4.3.1) the implementation of Result 3 which covers strategic communication and public diplomacy activities.