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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX II

of the Commission Implementing Decision on the financing of the multiannual action plan in favour of Peru for 2023-2025

Action Document - Support Measures (Cooperation Facility) for Peru 2023-2025

MULTIANNUAL MEASURE

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

1. Title CRIS/OPSYS business reference Basic Act	Support Measures (Cooperation Facility) for Peru 2023-2025 OPSYS/CRIS number: CL1 JAD.1168549 / 61969 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)
2. Team Europe Initiative	No
3. Zone benefiting from the action	Peru
4. Programming document	Multiannual Indicative Programme 2021-2027 for Peru
5. Link with relevant MIP(s) objectives / expected results	Supporting capacity development and institutional building, including through technical assistance and exchange of public expertise. Supporting 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, public health and others. Support to facilitate 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. Financing communication including strategic communication and visibility actions on EU cooperation and public diplomacy specific interventions to promote EU policies as well as its multilateral agenda in the partner country. Areas of public diplomacy outreach should include the fight against climate change, human rights, the promotion of the EU-Peru Free Trade Agreement, and cooperation in education and innovation. 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	42001 - European Commission			
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	/
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	transport people2people energy digital connectivity	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	/
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): BGUE-B202-14.020140-C1-INTPA Total estimated cost: EUR 4 700 000 Total amount of EU budget contribution: EUR 4 700 000 The contribution is for an amount of EUR 1 200 000 from the general budget of the Union for 2023 and for an amount of EUR 2 000 000 from the general budget of the Union for 2024 and for an amount of EUR 1 500 000 from the general budget of the Union for 2025, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct management through: - Procurement			
14. Type of measure	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of Civil Society			

1.2 Summary of the Action

The EU-Peru partnership has developed for more than two 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 Peru 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 Peru. With an allocation of EUR 57 million for 2021-2024, it covers the three priority areas Circular transition (EUR 31 million), Human development and social inclusion (EUR 15 million) and Governance and rule of law (EUR 4.3 million, and Support measures (EUR 6.7 million).

The present action seeks to commit the remaining EUR 4.7 million available under the MIP. It shall 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-Peru partnership, enhancing the impact of the interventions in eradicating extreme poverty and promoting 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 improve synergies and coherence with other EU actions.
- Support policy dialogues and engagement with government and other stakeholders, including in areas of mainly EU interest as trade and investment, public health and others.
- Strengthen strategic communication and public diplomacy, including visibility actions on EU cooperation and public diplomacy specific interventions to promote EU policies as well as its multilateral agenda in the partner country.

The overall budget of the Action is EUR 4.7 million, to be implemented in direct management.

2 RATIONALE

2.1 Context

Peru's recent economic growth has been remarkable and public finances are solid however growth did not translate into productivity gains. There are persistently significant geographic inequalities, as rural poverty, at 45.7%, is almost double the rate of urban poverty (26%) (IDB Country Strategy Peru).

The COVID-19 pandemic struck Peru particularly hard, reversed the situation and resulted in high excess mortality as social services like health, education and social protection, central and local authorities were quickly overwhelmed. A large social and digital divide persists with dire impact on economic and social development. The difficulties to sustain the positive trends in social indicators, which have not reached their pre-pandemic values, point to the need for continued policy reforms and a more ambitious decentralisation reform.

During the last five years, political fragility has increased significantly as Peru went through five presidents and repeated changes of Cabinet, layering political crises on top of the COVID-19 crisis putting in peril the country's capacity to design and implement public policies. In December 2022, after an attempt to dissolve Congress by then president Pedro Castillo and his confinement, Vice President Dina Boluarte swore to lead the transitional Government, becoming Peru's first female Head of State. The political scenario led to nationwide protests breaking out and a national state of emergency was declared.

Despite this, the economy, oriented towards the export of commodities, remains solid. With record agrifood exports, the trade balance is positive. The macroeconomic situation also remains stable. Public debt is low, although its rating has been recently revised downwards to BBB outlook negative.

The debate of Peru graduating from international cooperation is off the table. Indeed, the indicative financial allocation of the EU Multi-annual Indicative Programme (MIP) 2021-2027 is set to increase in comparison to the previous period. At the same time, the OECD and Peru opened accession negotiations.

The Peru MIP acts in this context. It identified several areas of both EU and Peru interest, not least climate action, environmental conservation and sustainable trade.

Overview of the MIP 2021-2027:

With an indicative financial allocation of EUR57 million for 2021-2024, EU priority areas for 2021-2027 are:

i. Circular transition: promote the transition to a green and inclusive economy and development (EUR 31 million)

Sector 1: Circular economy: deepen the EU-Peru partnership in international and multilateral for a; create an enabling environment, conducive to the integration of green and circular approaches; and promote private, green investment in sustainable value chain development and production - TEI.

Sector 2: Sustainable cities: support cities' circular transition – TEI.

ii. Human development and social inclusion, social protection and migration (EUR 15 million)

Sector 1: Social protection: social protection networks are strengthened, increasing resilience to general and individual crises, and reducing poverty.

Sector 2: Migration: better access of migrant populations to social services and employment.

iii. Governance and rule of law: good governance and democracy, organised crime (EUR 4.3 million)

Sector 1: Good governance and democracy: effective, accountable and inclusive institutions

Sector 2: Organised crime, drug and human trafficking and environmental crime: increase the effectiveness of policies and cooperation on organised crime

Support measures – Cooperation Facility (EUR 6.7 million)

Promoting Peru's circular transition is also the subject of the Team Europe Initiative Circular Transition.

Gender equality and women's and girl's empowerment are both an overarching EU priority and matter of concern. The present support measures will mainstreamed gender equality and provide specific support.

2.2 Problem Analysis

Short problem analysis:

In recent years, geopolitical objectives have risen strongly in importance and account for an important share of the workload of Delegation staff assigned to the implementation of international cooperation. However, this staff is already largely occupied by day to day management of programme portfolios and related policy dialogue. With the Team Europe approach, coordination tasks with Member States have also increased strongly.

With the above challenges comes the need to strengthen EU communication to promote a desired perception of the EU, 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.

At the same time staff profiles are much focused on policy dialogue and general programme management. Sector experts are scarce or the exception and 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.

The proposed Support Measures / Cooperation Facility aim to fill this gap. Their objective is to facilitate capacity building and policy dialogue with Peru, enhance EU opportunities to stimulate policy reforms and promote the external projection of EU internal policies 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.

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

State institutions are the primary stakeholders. Peru is called to engage in challenging reform processes to respond to popular, social demands. It also recently engaged in OECD accession negotiations. High political turnover, however, slows down reform processes and the effective implementation of public policies.

Building capacities at central and local level (regional, municipal entities), enforcing public sector accountability, ensuring a higher level of transparency are key to enhancing the public sector.

Main multipliers and Youth are the target groups of the Delegation's Communication 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. Peruvian youth shows an active interest and has a positive image of Europe. There is increased interest for climate change and environmental matters, as well as for culture and study opportunities in Europe.

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 is an important partner in implementation and the promotion of democracy and values. They are beneficiaries of specific funding and support.

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-Peru partnership, enhancing the impact of the interventions in eradicating extreme poverty and promoting both 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 improve synergies and coherence with other EU actions.
- SO2: Support policy dialogues and engagement** with government and other stakeholders, including regarding gender equality and in areas of mainly EU interest as trade and investment, standards and others.

- **SO3: Strengthen strategic communication and public diplomacy**, including visibility actions on EU cooperation and public diplomacy specific interventions to promote EU policies as well as its multilateral agenda in the partner country.

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

Output 1. The implementation of EU international cooperation is facilitated and supported.

Output 2. Specific sector dialogues are supported

Output 3.1. Strategic communication in relation to EU partnerships improved.

Output 3.2. Public diplomacy supported.

3.2 Indicative Activities

SO1 – Implementation of EU international cooperation:

Output 1. The implementation of EU international cooperation is facilitated and supported.

- Short term Technical Assistance (TA) to support the design, implementation, evaluation and others of EU cooperation activities in Peru.
- Short-term TA to support the design and implementation of national strategies in areas of interest
- TA to support coordination, of Team Europe Initiatives, EU-led sector coordination mechanisms, including on links with humanitarian and peace actors (i.e. Triple, Humanitarian-Development-Peace or HDP nexus).
- TA to drive or support the implementation of EU GAP Country-level Implementation Plan, EU Civil Society Roadmap, EU Human Rights Strategy and others.
- Support participation of Peru in global or other EU Programmes and cooperation, including with EU Agencies.
- TA for capacity building or training activities.
- Preparation of EU international cooperation related events, meetings, seminars, exchange programmes, field mission and external visits.

SO2 – Policy dialogue

Output 2. Specific sector dialogues are supported

- Studies and research to inform the policy dialogues and strengthen evidence-based result-oriented discussions and national policies implementation in areas of both common interest and EU interest.
- 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.
- Events, conferences, studies, exchange platforms related to both areas of common and EU interest.

SO3 – Strategic communication and public diplomacy:

Output 3.1. Strategic communication is improved.

- Design and implement strategic communication activities designed to raise public awareness, understanding and support for the EU's values, priorities and impact in the country, in accordance with the country-level strategic plan.

- Implementation of all strategic communication actions in the priority areas of the MIPs 2021-2027 and other regional or thematic priorities.
- Support the communication roll out of Global Gateway priorities and other Team Europe Initiatives, including around significant milestones and key events, such as missions and summits.
- Provide audio-visual, print or other communication content and material.

Output 3.2. Public diplomacy is supported.

- Design public diplomacy activities to promote targeted audience’s understanding and awareness of the Union’s values and interests, including through long-term initiatives with key stakeholders, including from the academia, youth networks, civil society or the cultural sector.
- Promote public diplomacy outreach in areas of the fight against climate change, human rights, the promotion of the EU-Peru Free Trade Agreement, and cooperation in education and innovation i.a.
- Foster, maintain and connect networks and communities.

3.3 Mainstreaming

The MIP Peru emphasises cross-cutting issues, mainly gender equality, 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, sustainable cities, 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 (outside DG/Commission)	Political instability, government changes, staff rotation in Ministries	H	L	The EU cooperation programme with Peru has adapted to political instability as it could. Support measures and cooperation facility do not depend on authorities and provide means to adjust to changing situations and risk mitigation.
2. Risks related to planning, processes and systems	Activities under the Action overlap with or duplicate existing EU support.	M	L	While there are potential overlaps between policy dialogue, strategic communication and public diplomacy activities, the Delegation will ensure

				coordination among respective sections.
<p>Lessons Learnt:</p> <ul style="list-style-type: none"> - Support measures, as HQ facilities, 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 to professionally coordinate. 				

3.5 The Intervention Logic¹

The proposed Facility is perceived as a flexible instrument, structured along the different pillars of the MIP 2021-2027 for Peru, the TEIs are designed with Member States transversal, regional or global EU priorities. The actions will respond to needs and priorities.

The Support Measures (Cooperation Facility) will 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.

The measures will facilitate strategic technical support and capacity building in order to achieve the results and impact of the EU cooperation programme as a whole. It can 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 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 2021-2027.

¹ [@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-Peru 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 2022	1 OECD report 2025	1 OECD	<i>Not applicable</i>
Outcome 1	1 Effective and efficient implementation of EU international cooperation actions and policies supported.	1.1 % of MIP 2021-2024 committed	1.1 34.2 (2022)	1.1 100 (2025)	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 (2022) 2.2 0 (2022)	2.1 5 (2024) 2.2 16 (2024)	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	3.1 TBD (2023)	3.1 TBD (2026)	3.1 Baseline survey	
Output 1 relating to Outcome 1	1.1 The implementation of EU international cooperation is facilitated and supported.	1.1.1 # of decision contracted 1.1.2 # of person days contracted 1.1.3 # of studies (PEFA, etc.)	1.1.1 0 (2022) 1.1.2 0 (2022) 1.1.3 0 (2022)	1.1.1 95 (2025) 1.1.2 TBD 1.1.3 4 (2025)	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 (2022)	1.2.1 20 (2024) 1.2.2	1.2.1 1.2.2	
Output 1 relating to Outcome 3	2.1 Strategic communication is improved.	2.1.a Reach 2.1.b Engagement rate 2.1.c Follower growth 2.1.d Click through rate	2.1.a TBD (2023) 2.1.b TBD (2023) 2.1.c TBD (2023) 2.1.d TBD (2023)	2.1.a TBD (2023) 2.1.b TBD (2023) 2.1.c TBD (2023) 2.1.d TBD (2023)	1.3.1 – 1.3.5 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 (2022)	2.2.1 24 (2025)	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 Peru.

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 measures².

4.3.1 Direct Management (Procurement)

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

These service contracts will cover all specific objectives and outputs as indicated under 3.

The Action is multiannual. Procurement processes will be launched between Q4 2023 and Q4 2026.

4.3.2 Indirect Management with an entrusted entity

N/a

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

No changes from direct management mode to indirect management mode are foreseen.

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).

² 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)
Implementation modalities	
Objectives 1-3:	
Procurement	4 700 000
Totals	4 700 000

4.6 Organisational Set-up and Responsibilities

All the contracts will be managed by the concerned Delegation in direct management. 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.

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

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, no evaluation is foreseen.

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.