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ANNEX

of the Commission Implementing Decision on the financing of the multiannual support measure in favour of Cuba for 2022 and 2023

Action Document for EU - Cuba Multiannual Support Measure

MULTIANNUAL MEASURE

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	EU - Cuba Multiannual Support Measures CRIS number: NDICI LA/2022/44163 OPSYS number: ACT-61527 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)
2. Team Europe Initiative	<input type="checkbox"/> Not applicable <input checked="" type="checkbox"/> Supporting (inter alia) TEI
3. Zone benefiting from the action	The action shall be carried out in Cuba.
4. Programming document	Cuba Multiannual Indicative Programme 2021-2027.
5. Link with relevant MIP(s) objectives / expected results	<ul style="list-style-type: none"> • Priority 1: Ecological transition: Sustainable municipalities. • Priority 2: Modernisation of the economy: maximising the potential of all economic actors in key sectors.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Not applicable.
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 (partnerships for the goals)
8 a) DAC code(s)	43010 Multisector aid (100%)
8 b) Main Delivery Channel	60000 Private sector institutions
9. Involvement of multilateral partners	No

10. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
11. 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 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"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	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"/>
12. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @ digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	<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"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Connectivity @ transport people2people energy digital connectivity	<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"/> <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 (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
13. Amounts concerned	Budget line(s) (article, item): BGUE -14.020141-C1-INTPA Total estimated cost: EUR 5,000,000 Total amount of EU budget contribution EUR 5,000,000 The contribution is for an amount of EUR 3,000,000 from the general budget of the European Union for 2022 and for an amount of EUR 2,000,000 from the general budget of the European Union for 2023 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				
14. Type of financing	Direct management through: - Procurement Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.3.2			
15. 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

<p>The Multiannual Indicative Programme (MIP) for Cuba 2021-2027 foresees a first financial envelope of EUR 91 million in two focal sectors: i) Ecological transition: Sustainable municipalities; ii) Modernisation of the economy: maximising the potential of all economic actors in key sectors. Within the MIP, a total of EUR 5 million is set aside for Support Measures, including measures in favour of civil society and the cooperation facility.</p> <p><u>Measures in favour of civil society:</u> The role of civil society is essential to boost the inclusive participatory development process and will be promoted under each priority area and with support of these measures. Over the last decade, the EU has supported actions implemented by a limited number of Cuban and EU civil society organisations, in particular in the fields of human development and social inclusion. The level of support and the scope of actions need to be further enhanced and promote the interaction, mutual learning and networking between EU and Cuban NGOs. These actions should find synergies with the key priority areas of the present MIP where civil society actors will be essential to achieve the intended objectives, including farmers' and non-agricultural cooperatives and associations, youth and women organisations, scientific, academic and professional networks, faith-based organisations, culture groups and the emerging MSMEs and Local Development Projects (LDPs). Dialogue with civil society is an essential part of the Political Dialogue and Cooperation Agreement (PDCA) and will be promoted through regular exchanges between Cuban and European organisations as well as through consultations and interactions at different levels, including the participation of civil society in the political dialogue that the EU maintains with the authorities of the country. An EU roadmap to strengthen EU's engagement with and the role and space of civil society has been prepared and a Gender Implementation Plan has been developed. Both exercises analyse and include actions to strengthen dialogue and cooperation with the different social actors, especially in view of promoting development at local level and in the context of the MIP's priority on sustainable municipalities. To this end, it will be important to have a greater understanding of the social actors in the different territories and to seek efficient participation mechanisms in cooperation programmes. Special emphasis will be</p>
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placed in promoting the participation of women and young people in the articulation spaces stimulated in the cooperation actions. This Action will complement other initiatives in support of civil society organisations (CSOs) in the dimensions above mentioned, including those identified under the calls for proposals of the thematic CSO budget line.

Cooperation facility: This cooperation facility will allow for the provision of capacity building and technical assistance in support to the EU partnership with Cuba, mostly in relation or complementary to the intervention policy areas to achieve the results and impact of the EU cooperation agenda as a whole, but also open to new needs that may emerge, including those identified in the dialogues under the Political Dialogue and Cooperation Agreement. The cooperation facility aims to support all phases of the project/programme cycle with an emphasis on their participatory nature, and address specific needs of EU-Cuba political and policy dialogues in key areas. The facility will also facilitate EU coordination with the EU Member States, UN and other key development actors and in the framework of the Team Europe Initiative on Inclusive Ecological Transition. In order to show the level, depth and impact of EU-Cuba cooperation, the facility will support strategic communication and public diplomacy, by encouraging participatory approaches and promoting communication for development.

2 RATIONALE

2.1 Context

The EU-Cuba partnership has gained importance since the adoption of the PDCA in 2017. Cooperation is a key entry point to advance on areas of shared interests and which can bring socio-economic change. The MIP is built around two priority areas: 1) Inclusive ecological transition through sustainable and participatory municipalities and 2) Modernising the economy, maximising the potential of all economic actors in key sectors, in particular SMEs. In turn, the MIP contributes to Global Gateways on Climate Change, Energy, Health and Digitalisation.

The proposed Action Document will provide capacity building and targeted support to ensure the effective implementation of the MIP priorities¹, the Team Europe Initiative on Ecological Transition, the EU-Cuba Roadmap for engagement with CSOs, the EU-Cuba Gender Implementation Plan, and deliver on EU strategic communication.

The Team Europe Initiative is a way of strengthening coordination, coherence and complementarities of actions to scale up European impact and raise Europe as partner of reference. In coherence with Cuban priorities and the EU commitment towards climate-neutrality by 2050, the Team Europe Initiative in Cuba will focus on inclusive ecological transition, specifically on the areas of promotion of sustainable agriculture; availability and sustainable management of water and sanitation; access to affordable, reliable, sustainable and clean energy for all; inclusive, safe, resilient and sustainable local development; climate change adaptation and mitigation. The initiative will have a local dimension, supporting pilot municipalities towards sustainability; a national dimension, supporting the development and implementation of relevant policies, investments and promoting the participation of all economic actors; and a regional and global dimension by fostering cooperation with third countries.

Another dimension covered by this Action is the regional networking and exchanges with the Latin America and Caribbean countries. There are great opportunities for joint actions with Caribbean countries, with which Cuba shares many challenges, especially those related to climate change and increased disaster risks. On the other hand, Cuban achievements in some areas such as health, disaster management, biotechnology and the link of culture and development, together with its capacity, tradition and vocation of South-South cooperation, offers a relevant space to explore triangular cooperation while promoting greater regional socio-economic integration.

The EU-Cuba Roadmap for engagement with civil society is a joint initiative between the EU and its Member States present in the country to strengthen the EU's partnership with civil society and support its efforts. The Roadmap articulates the EU's commitment to civil society in the design and implementation of its cooperation, in the participation of civil society in the political dialogue; in EU operational support to CSOs; in the integration of CSOs in EU cooperation sectors; and in the coordination and division of labour of the EU.

¹ [Cuba \(europa.eu\)](https://europa.eu)

The promotion of gender equality and the empowerment of women will be a transversal axis in the cooperation priority areas. This Action will provide support for studies, analysis, training and public diplomacy actions that contribute to implementing the EU-Cuba Gender Implementation Plan and the National Program for the Advancement of Women (PAM). The PAM, published on 8 March 2021, includes 44 measures in seven areas of special attention: the economic empowerment of women; work with public communication; education, prevention and social work; access to key spaces for decision making; the legislative scenario that includes the analysis of the regulatory framework and protection systems against all forms of discrimination and violence; sexual and reproductive health; and the necessary production of statistics and research.

By providing technical expertise and institutional strengthening measures, the Action will contribute to the efforts by the Government of Cuba (GoC) to advance the implementation of the National Plan for Economic and Social Development until 2030 (PNDES), whose six strategic axes are sufficiently aligned with overarching EU priorities (Green Deal and digitalisation), with the SDGs Agenda, and the Paris Agreement, provided that the EU's aim at advancing socioeconomic reforms, sound governance, and human rights respect, are equally reflected.

To this end, the Action will deliver a wide and flexible menu of demand-driven activities that will support the political and policy dialogue and the coordination of EU-Cuba cooperation, Roadmap for CSOs, Gender Implementation Plan and Team Europe initiative and accompany Cuban stakeholders to push forward reforms and initiatives of strategic importance for the advancement of EU interests and EU-Cuba common values.

The action will be implemented through direct management with service contracts. The funding will also cover external audits and evaluations prioritized in order to ensure the fine tuning of the cooperation strategy in its main components.

2.2 Problem Analysis

The two priority areas of the EU-Cuba MIP 2021-27 are justified by the needs of the Cuban context and the EU added value in supporting its progress in the context of the wider Agenda 2030 of the SDGs. They contribute to eight of the SDGs directly, to three of the priority sectors of the PNDES and to all its strategic axes. They are in line with the main EU priorities and shared interests related to EU values (preserving nature, boosting citizens' innovation, ensuring fairness and promoting global public goods). Joint actions in some key areas such as clean energy and biotechnology can also benefit the EU's objectives internally and globally.

Inclusive Ecological transition: Sustainable municipalities: The main global challenge over the next decade, and beyond, is to reduce greenhouse gas emissions in order to avoid an imminent global warming of more than 1.5 degrees above pre-industrial levels (SDG 13.3 target). In line with the Cuban State Policy of 2100 "Tarea Vida" and the EU's commitment to carbon neutrality by 2050, this priority area will focus on the local level. This priority area corresponds to the Team Europe Initiative on Inclusive Ecological Transition and it is strongly aligned with country and EU policy frameworks. It will focus on increased food security based on local sustainable food systems, progress towards energy self-sufficiency based mainly on local renewable energy sources best suited to sustainable local development and improved sustainable use of water, sanitation and solid waste management linked to circular economy including sustainable tourism, construction and transport initiatives. All actions will be based on a participatory decentralised management and use of digital transition means. According to the available budget, a number of municipalities will be selected on the basis of the highest potential impact criteria, while representing various geographical and socio-economic regions in Cuba.

Modernising the economy, maximising the potential of all economic actors and increasing trade and investment opportunities: Social and territorial cohesion requires constant improvement in the sustainable generation and equitable distribution of wealth at national level. This goal requires a boost in the dynamism of all economic actors, in particular the private sector, public enterprises and the efficiency and equity of public policies and services. This area will include the matching between Cuban and EU micro, small and medium enterprises (MSMEs) and Local Development Projects (LDPs) in key sectors of the Cuban economy, especially those related to agriculture and energy (in synergy with the first priority area), and to information & communication technologies (ICTs), creative

industries and biotechnology. A key objective in this priority area aims at strengthening the fairness of Cuban fiscal policies towards equitable public funding to promote the universal coverage of public services and social protection and protect socio-economic rights and the principle of equity enshrined in the Cuban constitution, while providing a conducive business environment. This area will also include support for the modernisation of other key public services, promoting the use of ICTs towards digital administration aimed at improving the efficiency of public service delivery and transparency while ensuring, in adherence to international standards, data protection and confidentiality of citizens' information. The link to regional and global economic flows will focus on the support to Cuban biotechnology, especially in the development, production and distribution of global public goods], and the continued support and effective use of the trade, investment and cooperation windows.

The engagement with CSOs and the promotion of gender equality and the empowerment of women will be a transversal axis in both priority areas:

Enhancing the enabling environment, capacity and participation of CSOs: Although the official political narrative seems to be in favour of promoting spaces for citizens' participation, it is a fact that there are evident differences between participation by the different actors of civil society in Cuba, divided mainly between organisation which have been allowed to register and unregistered organizations. The registered CSOs manage reduced budgets due to the economic situation of the country and the non-registered ones do not have legal personality and therefore operate in a legal limbo and cannot receive funds under the EU cooperation budget lines. There are some CSOs that operate under the umbrella of recognised faith-based organisations. In practice, no civil society groups independent from the state and the communist party apparatus have been able to legally register in recent years. Compared to the national level, at the local level more interaction between citizens and local authorities is beginning to be perceived. Thus, local governments, with greater autonomy from the new Constitution, are perceived as a potential gateway to enhance the participation of CSOs in Cuba. The technical capacity of CSOs is acceptable, due to the generally high educational level in Cuba. This is reflected in both thematic and operational management capabilities. Organizational and structural capacities are, however, low mainly due to weak financial and technological capacity. The US embargo also plays against it, since many times the projects are very limited by the impossibility of transferring funds, acquiring technology, acquiring materials, etc. The human rights situation remains very difficult and has been gradually deteriorating, with severe violations in the area of civil and political rights through arbitrary detentions, harassment of activists, independent journalists and human rights defenders, lack of due process and limitations to freedom of expression, association and peaceful assembly and travel restrictions. The traditionally positive trajectory in social and economic rights has been deeply eroding, as universal health coverage and education have been undermined by financial shortages and domestic economic inefficiencies. This situation has been exponentially aggravated by the impact of COVID-19 in 2020-2021, with a lack of basic medicines, equipment and materials, among other limitations, that affected the health response. Low wages and housing problems remain serious problems. However, since the reaffirmation of the 2011 Economic Reform guidelines of the socialist model, there have been some modest but symbolically important changes with respect to private sector business actors that can be seen as potentially leading to a more enabling environment for CSOs in the long run. The objectives reflected in the EU Roadmap for engagement for Civil Society in Cuba include support to improve the enabling environment for civil society, strengthening the capacities of civil society organisations and its structured participation in national policies as important actors for development and defence of human rights.

Promoting gender equality and empowerment of women: Despite having a favourable context and legal framework for the promotion of gender equality and concrete advances in relation to their participation in the public sphere, there are important challenges as reflected in the National Survey on Gender Equality carried out in 2016 (results published in 2019). The survey has contributed to characterize the violence against women in the context of couple relationships (26.7% of women victims of violence in their relationship). The household chores are assumed mainly by women, who continue to be the main responsible for the care, accompaniment and temporary and permanent attention of dependent people inside and outside homes. Cuban women spend more time (14 hours more on average in a week) than men doing housework at home. The country faces other challenges of sexist and discriminatory patterns, stereotypes linked to employment, family, sexuality and maternal and paternal roles. To these challenges, others derived from the current context of economic crisis are added, which are affecting areas such as employment, the issue of care and violence, among others, so it will be necessary to closely monitor the impact they have on women and support where necessary as indicated in the EU-Cuba Gender Implementation Plan.

Regional integration and triangular cooperation: Cuba shares with the Caribbean a high vulnerability to cyclones and sea water level increase, and has been for decades providing regional cooperation in the emergency response and its aftermath, mainly with regard to health emergency and in the rehabilitation of damaged infrastructures, such as electrical grids. In the renewable energy sector, for example, Cuba is interested in advancing towards a greater integration, networking and exchanging with the Caribbean countries. In synergy with EU regional programmes, the multi-country initiatives and humanitarian aid operations, the MIP will explore ways to strengthen such cooperation.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action: The main beneficiaries of the Action will primarily be duty bearers (Cuban government, public institutions, local authorities), right holders (people) through civil society representatives (women's rights organisations, human rights organisations, culture groups, academia, LDPs, cooperatives, MSMEs and other private sector entities, etc.), and implementing partners. Other beneficiaries include: EU Delegation, EU Member States, EU academia and CSOs; third countries' counterparts as stakeholders of triangular cooperation and exchanges. The diversity of actors involved in the Action will foster dialogue and co-creation.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective (Impact)** of this Action is to contribute to the sustainable development of Cuba.

The **Specific Objective (Outcome)** of this Action is:

1. EU-Cuba cooperation agreement is implemented, ensuring that EU-funded actions achieve maximum results, sustainable impact and visibility.

The **Expected Outputs** to be delivered by this Action contributing to the Specific Objective (Outcome) are:

Ensure the effective implementation and coordination of:

- 1.1. Cooperation priorities at national and regional level;
- 1.2. Team Europe Initiative on Ecological Transition;
- 1.3. EU-Cuba Roadmap for engagement with CSOs;
- 1.4. EU-Cuba Gender Implementation Plan;
- 1.5. EU communication, visibility and public diplomacy strategy;
- 1.6. Evaluations, audits and expenditure verifications

3.2 Indicative Activities

The indicative activities of this Action are:

1.1.1. Activities that contribute to the formulation, implementation, coordination, monitoring and reporting of cooperation priorities at national and regional level (output 1.1):

- Mobilisation of international / national technical assistance
- Exchanges of experiences, lessons learned and good practices, study visits
- Training and capacity development of key actors with international / national experts
- Logistical support for the implementation of international / national activities

1.2.1. Activities that contribute to the formulation, implementation, coordination, monitoring and reporting of the Team Europe Initiative (output 1.2):

- Mobilisation of international / national technical assistance
- Exchanges of experiences, lessons learned and good practices, study visits
- Training and capacity development of key actors with international / national experts
- Logistical support for the implementation of international / national activities

1.3.1. Activities that contribute to the formulation, implementation, coordination, monitoring and reporting of the EU-Cuba Roadmap for engagement with CSOs (output 1.3):

- Mobilisation of international / national technical assistance
- Exchanges of experiences, lessons learned and good practices, study visits
- Training and capacity development of key actors with international / national experts
- Logistical support for the implementation of international / national activities

1.4.1. Activities that contribute to the formulation, implementation, coordination, monitoring and reporting of the EU-Cuba gender implementation plan (output 1.4):

- Mobilisation of international / national technical assistance
- Exchanges of experiences, lessons learned and good practices, study visits
- Training and capacity development of key actors with international / national experts
- Logistical support for the implementation of international / national activities

1.5.1. Activities that contribute to the formulation, implementation, coordination, monitoring and reporting of the EU-Cuba strategic communication, visibility and public diplomacy plan of the EU in Cuba (output 1.5):

- Mobilisation of international / national technical assistance
- Exchanges of experiences, lessons learned and good practices, study visits
- Training and capacity development of key actors with international / national experts
- Logistical support for the implementation of international / national activities
- Purchase of visibility material and communication equipment

1.6.1. Activities needed to conduct evaluations, audits and expenditure verifications (output 1.6).

The commitment of the EU's contribution to the Team Europe Initiative foreseen under this action plan will be complemented by other contributions from Team Europe partners. It is subject to the formal confirmation of each respective partners' meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise the EU action may continue outside a TEI framework.

3.3 Mainstreaming

Environmental Protection & Climate Change

Contribution to environmental protection and climate change adaptation and mitigation is foreseen under the priority 1 of the MIP which includes the Team Europe Initiative on Ecological Transition. This action will ensure the effective implementation and coordination of MIP priorities as well as the Team Europe Initiative and will provide complementary support for the identification of relevant activities, including technical assistance, studies, exchanges of relevant experiences, in order to contribute to the mainstreaming of environmental protection and climate change in all programmes and projects.

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. This action will contribute to the implementation of the Gender Implementation Plan (CLIP).

Human Rights

A human rights-based approach will be applied during the implementation of the Action. All actions will ensure the application of the five HRBA working principles: respect to all rights, accountability, transparency, non-discrimination and participation. The action is open to support needs that may emerge from the dialogues under the EU – Cuba Political Dialogue and Cooperation Agreement, including the dialogue on human rights.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that disability is not targeted, however, the action is open to support needs that may emerge from the implementation of EU funded programmes and projects, including those in the area of disabilities.

Democracy

The Action will seek ways to engage with new social and economic actors and in particular with youth and women, with the objective to enhance their skills, employability and capacity to participate to policy and political dialogue. This action will contribute to the implementation of the EU Roadmap for engagement with civil society and will complement other initiatives in support of CSOs under the MIP and the CSO thematic line.

Conflict sensitivity, peace and resilience

Not applicable.

Disaster Risk Reduction

Assistance to support Cuba's ability to better mitigate risk (e.g. current and future climate threats and other global threats) especially for vulnerable communities is foreseen to be provided under the priority 1 of the MIP. Complementary support through this action might help to support the identification of triangular cooperation activities, in particular considering the added value of Cuba in this area.

Other considerations if relevant

Not applicable.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
Global or national disasters affect the implementation of the programme.	Risk 1	Medium	High	In case a disaster affects the implementation of the programme, the EUD will undertake a needs assessment, design a contingency plan and reallocate the budget, in coordination with the beneficiaries.
Change in the priorities and functions of the national institutions linked to the action that limit their participation, as well as the transfer of national officials linked to the action to fulfill other functions.	Risk 2	Medium	High	The governance structure, including coordination teams and focal points, will be agreed with the beneficiaries at the beginning of the implementation period and updated when necessary.
Limited number of proposals received that	Risk 3	Medium	High	EUD, coordination teams and focal points will liaise with potential beneficiaries to present the programme, the

result in a low level of budget execution.				procedures and invite them to submit proposals as regularly as needed.
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Lessons Learnt:

General lessons learnt and recommendation:

- It is essential to have a high margin of flexibility in order to quickly be able to respond to the needs of the beneficiaries in a changing context.
- The requests must be submitted with sufficient time so that they can be processed on time, following the procedures.
- It is necessary that the procedures for managing the programme and requesting activities are established and made known to beneficiaries.
- It is important that the actions have a continuity that allows results to be achieved or complement actions already initiated by ongoing programmes.

For activities to support national institutions involved in the EU-Cuba cooperation programmes:

- It is essential to have a team, potentially in MINCEX², consisting of at least one coordinator and one support person to centralize the proposals from national counterparts, based on needs assessments, as well as to ensure prioritization, based on its relevance and alignment with the priorities of the EU-Cuba MIP and the available budget.
- It is essential that a coordination committee is established between MINCEX and the EU Delegation that meets on a regular basis, to plan the contracting and implementation of activities.
- It is important that the beneficiary institutions know the objectives and the procedures of the programme and are active in requesting activities in order to execute the available budget during the programme implementation period in an efficient and timely manner.

For activities to support joint plans and initiatives with Member States:

- It is recommended that the needs are analysed in the working groups established for each thematic area and that the requests are channelled through the group's coordinator.

3.5 The Intervention Logic

The underlying intervention logic for this action is to contribute to the sustainable development of Cuba by supporting the implementation of the EU-Cuba cooperation agreement, ensuring that EU-funded actions achieve maximum results, impact and visibility. It will complement the EU support under the MIP priority areas and address key horizontal issues and specific needs of the EU-Cuba policy dialogue. It will encourage policy dialogue, trilateral cooperation, regional integration and the effective utilisation of other financial instruments, including EFSD+. The Action will facilitate coordination with Cuban authorities, EU Member States and other development cooperation actors in Cuba and in the region. With studies, analysis, training and public diplomacy actions it will contribute to the implementation of the Team Europe Initiative on Inclusive Ecological Transition, the EU-Cuba Roadmap for engagement with civil society, the EU-Cuba Gender Implementation Plan and the EU-Cuba communication, visibility and public diplomacy strategy, encouraging participatory approaches between Cuban and EU citizens.

3.6 Logical Framework Matrix

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

² Ministry of Foreign Trade and Investment. This Ministry is also covering Cooperation

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

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

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 84 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 measures³.

4.3.1 Direct Management (Procurement)

The Action (Output 1.1, Output 1.2, Output 1.3, Output 1.4, Output 1.5 and Output 1.6.) may be implemented through procurement, including framework contracts when relevant, signed and managed by the European Union as contracting authority.

4.3.2 Indirect Management with a pillar assessed entity

Part of this action (Output 1.1, Output 1.2 and Output 1.4.) may be implemented in indirect management with a Member State agency and / or International Organisations, to be selected by the Commission services using the following criteria: (a) experience in project management in the areas of the action, (b) experience in working with CSOs

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

If the implementation through direct management is impossible, a part of this action, or the entire action, may be implemented in indirect management with an entity which will be selected by the EU services using the following criteria: (a) experience in project management in the areas of the action, (b) experience in working with Civil Society Organisations, (c) being Pillar Assessed.

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).

³ www.sanctionsmap.eu.

4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.3	
Direct management (procurement)– cf. section 4.3.1 Output 1.1, Output 1.2, Output 1.3, Output 1.4, Output 1.5 and Output 1.6.	2,500,000
Indirect management – cf. section 4.3.2. Output 1.1, Output 1.2 and Output 1.4.	1,500,000
Evaluation, audit and verifications – cf. section 5.2, 5.3	1,000,000
Total	5,000,000

4.6 Organisational Set-up and Responsibilities

The EU Delegation to Cuba will be in charge of the general coordination of this Programme, to ensure coherence with the overall cooperation programme, plans and initiatives, as well as with the political and policy dialogues with the Cuban Government, the EU Member States and other relevant partners. Coordination with MINCEX will be ensured in the definition of the activities of common interest.

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.

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, an evaluation will not be carried out for this action or its components.

The funds foreseen for evaluation (in the budget) would be used to evaluate other actions.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination⁴. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

⁴ See best [practice of evaluation dissemination](#)

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.

The funds foreseen for audit (in the budget) would be used to audit other actions.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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. 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.

This Action includes dedicated funds for strategic communication, visibility and public diplomacy and contributes to the Multiannual Strategic Communication and Public Diplomacy Plan 2022-2024 approved for the EU Delegation in Cuba and the following one.

Specific objectives, messages, audiences, approach and activities will be determined in accordance with the Multiannual strategic communication and public diplomacy plan.