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ANNEX IV

to the Commission Implementing Decision on the financing of the annual action plan in favour of Bolivia
for 2023

Action Document for Support Measures 2023 (Cooperation Facility) for Bolivia

ANNUAL MEASURE

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Support Measures 2023 (Cooperation Facility) for Bolivia OPSYS number: ACT-62154 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)
2. Team Europe Initiative	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI.
3. Zone benefiting from the action	The action shall be carried out in the Plurinational State of Bolivia
4. Programming document	Multi Annual Indicative Programme 2021-2027 – Plurinational State of Bolivia
5. Link with relevant MIP(s) objectives / expected results	Contributing to both priority areas are foreseen under the 2021-2027 MIP: <ul style="list-style-type: none"> • Priority area 1 - Environment, Climate Change and Inclusive Economic Development • Priority area 2 - Governance and Human Rights And possibly all MIP objectives and expected results.
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) Other significant SDGs (up to 9) and where appropriate, targets: <ul style="list-style-type: none"> - SDG 1 No poverty - SDG 5 Gender Equality; - SDG 8 Decent Work and Economic Growth; - SDG 9 Industry, Innovation and Investments; - SDG 10 Reduced Inequalities;

	<ul style="list-style-type: none"> - SDG 11 Sustainable Cities and Communities; - SDG 13 Climate Action; - SDG 16 Peace, Justice and Strong Institutions 			
8 a) DAC code(s)	43010 - Multisector (100%)			
8 b) Main Delivery Channel	10000 Public sector institutions 20000 Non-governmental institutions and civil society 40000 Other multilateral institutions 60000 Private sector institutions			
9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input 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
Digitalisation @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
digital connectivity		YES <input type="checkbox"/>	NO <input type="checkbox"/>	

	digital governance	<input type="checkbox"/>	<input type="checkbox"/>	/
	digital entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>	
	digital skills/literacy	<input type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input type="checkbox"/>	<input type="checkbox"/>	
	Connectivity @	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	transport	YES	NO	/
	people2people	<input type="checkbox"/>	<input type="checkbox"/>	
energy	<input type="checkbox"/>	<input type="checkbox"/>		
digital connectivity	<input type="checkbox"/>	<input type="checkbox"/>		
Migration @	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reduction of Inequalities @	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Covid-19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): BGUE-B2023-14.020140-C1-INTPA Total estimated cost: EUR 2 000 000 Total amount of EU budget contribution EUR 2 000 000			
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

As part of the EU's overall strategic objectives for its external action, the EU has adopted a Multi-Annual Indicative Programme (MIP) for Bolivia in December 2021. With an allocation of EUR 104 million for 2021-2024, it covers the two priority areas Environment, Climate Change and Inclusive Economic Development (EUR 83 million); and Governance and Human Rights (EUR 14 million). In addition, it includes various allocations for Cooperation Facility and for Civil Society (EUR 7 million).

The present action seeks to commit the remaining EUR 2 million available under the Cooperation Facility, and shall take over from the ongoing EUR 2 million Support measures 2022 for Bolivia, related to the regional Support Measures Decision (OPSYS reference: ACT-60669).

The Overall Objective is to contribute to a stronger and more effective EU-Bolivia partnership, enhancing the impact of the interventions programmed or implemented within the Multi-Annual Indicative Programme (MIP) for Bolivia 2021-2027, the Joint European Strategy (JES) 2022-2025, the Bolivian Team Europe Initiative (TEI) "Green and Resilient Development", regional TEIs and other programmes and strategic documents (as the Roadmap for civil society, Gender Action Plan, Global Gateway, etc).

The Specific Objectives are to:

- Support the effective and efficient identification, formulation, implementation and evaluation of EU international cooperation actions and policies;
- Improve synergies and coherence with other EU and Team Europe actions;
- Support policy dialogues and engagement with Government and other stakeholders;

- 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 Bolivia. The overall budget of the Action is EUR 2 million, to be implemented in direct management.

2 RATIONALE

2.1 Context

The Plurinational State of Bolivia is a lower-middle-income country characterized by solid inclusive growth during the last 15 years. According to the World Bank, 25% of Bolivia's GDP comes from the export of goods and services, of which natural gas represents the main one (68% of export value and 7% of GDP). For its high dependency on natural gas and minerals, the Bolivian economy is highly vulnerable to international price fluctuations. The country experienced a major political, institutional, and social crisis following the failed 2019 elections. After a convulsed period, the *Movimiento al Socialismo* (MAS) won in October 2020 national elections with an absolute majority. However, the country remains highly polarized, and the risks of conflict due to societal divides, political struggles, and unmet social demands are high. After a sharp GDP contraction in 2020, the economy recovered from 2021 (with a 4% growth in 2022 and a 5% forecasted for 2023), thanks to high public investments, emphasizing the productive sector and imports substitution (main objectives of the Economic and Social Development Plan - PDES 2021-2025 adopted in October 2021). To face the pandemic and its socioeconomic forecasted adverse effects, the Government of Bolivia committed to promote an important boost of economic growth and employment for Bolivians. From the EU perspective, this economic growth should be compatible with an environmental, economic and social sustainability, based on good governance.

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.

In addition, 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. financial is largely missing. The capacity to carry out additional tasks, cover new topics, work on studies or formulation exercises, is consequently limited. Available staff numbers and profiles contrast with an increasingly wide definition of cooperation, an increasingly broad array of thematics to be covered in the geopolitical interest of the Union and the Commission.

The proposed Support Measures/Cooperation Facility aim to fill this gap. It will provide technical assistance linked to the identification, formulation, monitoring and evaluation activities necessary to the efficient implementation of the country and regional programmes.

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

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.

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

Decision-makers from all sectors are target groups of strategic EU communication and public diplomacy. It will be increasingly important for the EU to build partnerships and promote its geopolitical objectives, e.g. referring to energy sourcing, strategic raw materials, political alliances for the defence of common values, etc. Possible

strategic partners include not only public authorities, but also stakeholders from the private sector, academia and civil society.

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-Bolivia partnership, enhancing the impact of the interventions programmed or implemented within the Multi-Annual Indicative Programme (MIP) for Bolivia 2021-2027, the Joint European Strategy (JES) 2022-2025, the Bolivian Team Europe Initiative (TEI) “Green and Resilient Development”, regional TEIs and other programmes and strategic documents (as the Roadmap for civil society, Gender Action Plan, Global Gateway, etc).

The Specific Objectives of this action are:

SO1: Support the effective and efficient identification, formulation, implementation and evaluation of EU international cooperation actions and policies;

SO2: Improve synergies and coherence with other EU actions and Team Europe initiatives;

SO3: Support policy dialogues and engagement with Government and other stakeholders;

SO4: 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 Bolivia.

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

Output 1. The identification, formulation, implementation and evaluation of EU international cooperation is facilitated and supported;

Output 2. Synergies and coherence with other EU actions and Team Europe initiatives improved;

Output 3. Specific sector dialogues supported;

Output 4.1. Strategic communication in relation to EU partnerships improved;

Output 4.2. Public diplomacy supported.

3.2 Indicative Activities

Activities related to Output 1 and Output 2:

- Technical Assistance (TA) to support the identification, formulation, implementation, evaluation and others of EU cooperation activities in Bolivia;
- TA to support the design and implementation of national strategies in areas of interest;
- TA to drive and/or support coordination of national or regional Team Europe Initiatives, JES 2022-2025, EU-led sector coordination mechanisms, and other programmes and strategic documents (as the Roadmap for civil society, Gender Action Plan, Global Gateway, etc);
- Support participation of Bolivia 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;
- Audits and verifications activities related to EU funded interventions.

Activities related to Output 3:

- 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.

Activities related to Output 4.1:

- 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 plans;
- Coordination, implementation and support to the roll out of all strategic communication actions related to the priority areas of the MIP 2021-2027, regional or thematic priorities, the Global Gateway initiative, the Team Europe national and regional Initiatives, including around significant milestones and key events such as missions and summits, and also providing audio-visual, print or other communication content and material.

Activities related to Output 4.2:

- 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, and cooperation in education and innovation;
- Foster, maintain and connect networks and communities.

3.3 Mainstreaming

Environmental Protection & Climate Change

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

The EIA (Environment Impact Assessment) screening classified the action as Category B (not requiring an EIA, but for which environment aspects will be addressed during design).

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

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

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G0. This implies that main risks are related to implementing partners' capacities, and mitigating measures include close monitoring of the interventions and the promotion of suitable approaches.

Human Rights

During the implementation of planned interventions, protection, promotion and fulfilment of human rights will be included and supported.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that the rights of people living with disability will be addressed only when relevant in implementation of the program.

Reduction of inequalities

In relation with the nature of the Action, no specific action will be carried out, but Inequalities reduction will be mainstreamed during implementation phase.

Democracy

In relation with the nature of the Action, no specific action will be carried out in this area.

Conflict sensitivity, peace and resilience

No major risk of conflict has been identified, but a conflict sensitive approach will be applied to all parts and contributions of the Action.

Disaster Risk Reduction

No major risk has been identified, in relation with the nature of the Action.

Other considerations if relevant

N/A

The MIP 2021-2027 Bolivia emphasises cross-cutting issues, mainly gender, climate change, good governance and human rights. The Support Measures/Cooperation Facility proposed will mainstream crosscutting issues relevant to the different sector interventions and add coherence and consistency to the MIP. The “Support Measures 2023 (Cooperation Facility) for Bolivia” 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 the MIP and will need to be translated into implementation and ensure alignment with relevant national plans and strategies.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
External environment	Human-induced or natural disasters such as pandemics, extreme weather events, broad-based civil conflict	Medium	Medium	Incorporation of climate/disaster risk analysis and mitigation measures in project design. Continuous monitoring of the impact of interventions, and if required adapting activities in order to minimise negative impact/delay of implementation.
External environment	Reprisals against human rights defenders and civil society organisations	Medium	High	Continuous monitoring throughout implementation. Apply conflict sensitivity assessments when required, mitigating the risk of exacerbating tensions and divisions as well as protecting the security and safety of CSOs representatives and HRDs. EU political dialogue with relevant governmental actors to underline vital role of civil society and human/indigenous rights. Capacity building of HRDs on protection measures

Planning, processes and systems	Limited institutional capacity within all levels of government institutions	High	High	<p>Build capacity and provide technical assistance to government institutions when possible, as a constant component in all interventions.</p> <p>Strengthen the capacity of civil society and communities to maintain the drive for sustainable transformation in the society.</p>
People and the organisation	Unequal power dynamics in rights disputes and risks for conflicts and confrontation, e.g., between local stakeholders, indigenous peoples and various actors	Medium	Medium	<p>Apply conflict sensitivity assessments.</p> <p>Strengthen poor and vulnerable populations and other key actors' abilities and voice to claim human rights, e.g., by providing access to legal aid.</p> <p>Provide technical assistance to national and local authorities to implement relevant policy and regulation frameworks.</p>
People and the organisation	Failing to address the interests and needs of groups living in the most vulnerable situations – especially from a gender and poverty perspective	Medium	Medium	<p>Constant dialogue with implementing partners on how the identification and engagement of vulnerable groups can be improved.</p> <p>Liaise with other organizations working on gender equality and poverty for exchanges on best practices.</p>

Lessons Learnt:

- Increased policy dialogue effectiveness when the same is conducted together with EU Member States;
- Promote multi-sectoral and multi-level coordination and collaboration between state and non-state actors;
- Generate evidence for advocacy on public policy and towards public opinion;
- Support measures, as HQ facilities, are a pertinent tool to fill Delegation gaps in terms of human resources, in quantity, quality or profiles;
- Anticipating needs and timely contracting of support are important.

3.5 The Intervention Logic

The underlying intervention logic for this action is to support the EU-Bolivia partnership. It will enable the EU to (i) support the effective and efficient implementation of EU international cooperation actions and policies, and improve synergies and coherence with other EU actions, (ii) Support policy dialogues and engagement with government and other stakeholders, (iii) 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 Bolivia.

The proposed Facility is conceived as a flexible instrument, structured along the different pillars of the MIP 2021-2027 of Bolivia, the TEIs designed with Member States and 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.

3.6 Logical Framework Matrix

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

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the Plurinational State of Bolivia.

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 72 months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer in duly justified cases.

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 measures¹.

¹ 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.

4.3.1 Direct Management (Procurement)

The Action will be implemented through one or several service contracts signed and managed by the European Union as contracting authority. These service contracts will cover all three specific objectives and related outputs as indicated under part 3.

A call is planned to be launched on 01/09/2023 under a suspensive clause prior to the adoption of this Decision. This is justified because there is currently no financial resource available for Support measures (Cooperation Facility), as the Support Measures 2022 financial resources have been contracted or are in contacting process at 97 %. Consequently, in order to support its Cooperation implementation in Bolivia, the EU Delegation is in an urgent need of additional Cooperation Facility financial resources, including the preparation and implementation of the mid-term review of the MIP 2021-2027, as well as the preparation and implementation of the Global Gateway initiative in Bolivia.

4.4 Scope of geographical eligibility for procurement and grants

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

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

4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 3	
Specific objectives 1 to 4 composed of	
Procurement (direct management) – cf. section 4.3.1	1 900 000
Evaluation – cf. section 5.2	100 000
Audit – cf. section 5.3	
Totals	2 000 000

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.

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, a final evaluation may 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 the action aims at contributing to a stronger and more effective EU-Bolivia partnership.

The Commission shall inform the implementing partner at least one month in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners 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, apply the necessary adjustments.

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

5.3 Audit and Verifications

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

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 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, Delegation 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.

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

Appendix COMMISSION DECISION & TECHNICAL and ADMINISTRATIVE PROVISIONS

Action Document	Project modality (Incl. thematic and regional programmes, as well as calls for proposals)	
	Annex Commission Decision	Technical and Administrative Provisions (TAPs)
1. SYNOPSIS		
1.1. Action Summary Table	Yes	Yes
1.2. Summary of the Action	Yes	Yes
2. RATIONALE		
2.1. Context	Yes	N/A
2.2. Problem Analysis	Yes	N/A
3. DESCRIPTION OF THE ACTION		
3.1. Objectives and Expected Outputs	Yes	Yes
3.2. Indicative Activities	Yes	Yes
3.3. Mainstreaming	Yes	Yes
3.4. Risks and Lessons Learnt	Yes	N/A
3.5. The Intervention Logic	Yes	Yes
3.6. Logical Framework Matrix	Yes	Yes
4. IMPLEMENTATION ARRANGEMENTS		
4.1. Financing Agreement	Yes	N/A
4.2. Indicative Implementation Period	Yes	N/A
4.3. Budget Support	N/A	N/A
4.4. Implementation Modalities (and subsections)	Yes	Yes
4.5. Scope of geographical eligibility for procurement and grants	Yes	Yes
4.6. Indicative Budget	Yes	Yes
4.7. Organisational Set-up and Responsibilities	Yes	Yes
4.8. Pre-conditions	Yes	Yes
5. PERFORMANCE MEASUREMENT		
5.1. Monitoring and Reporting	Yes	Yes
5.2. Evaluation	Yes	Yes
5.3. Audit and Verifications	Yes	Yes
6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY		
6. Strategic Communication and Public Diplomacy	Yes	Yes