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

**ANNEX V**

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

**Action Document for Support Measures – Cooperation Facility – Strategic Communication**

**ANNUAL PLAN**

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, within the meaning of Article 24 of the NDICI-Global Europe Regulation.

**1 SYNOPSIS**

**1.1 Action Summary Table**

<b>1. Title</b>	<b>Support Measures – Cooperation Facility – Strategic Communication</b>
<b>CRIS/OPSYS business reference</b>	OPSYS number: ACT-61796
<b>Basic Act</b>	Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	<input type="checkbox"/> Not applicable <input checked="" type="checkbox"/> Supporting (inter alia) TEI.
<b>3. Zone benefiting from the action</b>	The action shall be carried out in the Kingdom of Cambodia
<b>4. Programming document</b>	EU-Cambodia Multiannual Indicative Programme 2021-2027
<b>5. Link with relevant MIP(s) objectives / expected results</b>	MIP Cooperation Facility objectives relating to <b>strategic communication and visibility</b> : political communication and public campaigns designed to raise awareness, image, understanding and perception of the European Union’s values, development cooperation, partnership with Cambodia, particularly around the implementation of Team Europe Initiatives, Global Gateway flagships as well as the blending operation flagship programmes.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Not applicable
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG: SDG 17, partnerships for the goals Other significant SDGs (up to 9) and where appropriate, targets: SDG 7, 8, 9, 10, 11, 12, 13, 15, 16
<b>8 a) DAC code(s)</b>	22010 – Communications policy and administrative management (100%)
<b>8 b) Main Delivery Channel</b>	11000

<b>9. Targets</b>	<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 checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	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"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line: 14.020131 Total estimated cost: EUR 2,000,000 Total amount of EU budget contribution EUR 2,000,000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<b>Direct management</b> through: Procurement			
<b>14. Type of measure</b>	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of civil society			

## 1.2 Summary of the Action

The action will support the implementation of EU's strategic communication activities designed to raise more awareness and understanding of the EU, its policies and the partnership with Cambodia, in line with the identified priorities in the Cambodia Multiannual Indicative Programme (MIP) as well as relevant global and regional strategies, in particular Global Gateway and the Indo-Pacific Strategy.

## 2 RATIONALE

### 2.1 Context

The Asia-Pacific region's growing economic, demographic, and political weight makes it a key partner for the European Union in safeguarding the rules-based international order and in addressing global challenges. The EU's current vision, interests and priorities in Cambodia and the wider ASEAN and Asia-Pacific region are outlined by various EU strategies, notably the Indo-Pacific Strategy (2021)<sup>1</sup>, the Global Gateway Strategy (2022)<sup>2</sup> and the Strategic Compass<sup>3</sup>. These comprehensive strategies outline the EU's positive offer to the Asia-Pacific region, from sustainable and inclusive prosperity to connectivity, climate, research and human development.

The political and social context in the coming years will require more efforts towards a coherent European approach to support geopolitical interests, especially through implementation of the above mentioned strategies and the MIP. Ensuring these strategic priorities are known, understood and well perceived by both specialised and general public audiences in Cambodia is essential to help position the EU as a trusted and reliable partner for the

<sup>1</sup> Joint Communication: The EU strategy for cooperation in the Indo-Pacific, JOIN (2021) 24 final, 16.09.2021.

<sup>2</sup> Joint Communication: The Global Gateway, JOIN (2021) 30 final, 1.12.2021.

<sup>3</sup> [https://www.eeas.europa.eu/eeas/strategic-compass-security-and-defence-1\\_en](https://www.eeas.europa.eu/eeas/strategic-compass-security-and-defence-1_en)

country (and wider ASEAN and Asia-Pacific region). The focus will not only be on what the EU does, but why, including by emphasising shared values, interests, and impact, and promoting the EU's leadership role on these key priorities. More specifically emphasis will be put on Human Rights Based Approach (HRBA), which - as the foundation for SDGs – will figure in all our cooperation.

The communication of the EU Delegation will provide an opportunity to expand communication on gender equality and women empowerment as part of the rights based approach of the communication strategy. Important days will be marked on an annual basis to communicate key message on thematic topics such as gender equality, climate change, environment, inclusion and disability. The EU and the European partners through its communication strategy will also promote civic education on gender equality and diversity.<sup>4</sup>

## 2.2 Problem Analysis

Strategic communication plays a key role in strengthening the EU's role in the world. Fragmented, project-specific partner-implemented communication and visibility activities have largely failed to demonstrate the EU's added value as a partner for Cambodia and its people. By consolidating strategic communication resources in the Support Measures, the EU Delegation will be able to plan and execute multiannual strategic communication actions with the scale and focus necessary to be effective on a national scale. This will ensure more impactful communication on the EU's strategic, international partnerships objectives and external policy priorities. The action will therefore contribute to raising awareness, understanding and perception of the EU and its role in the country and in the region.

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

- Decision makers: mainly, members of the Government and the Parliament
- Think tanks, academia and universities
- Private sector, especially European companies in the country and organised by Eurocham
- Civil society, with a strong focus on women's and youth organisations when relevant<sup>5</sup>
- Media/journalists/influencers

## 3 DESCRIPTION OF THE ACTION

### 3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to position the EU as a partner of reference for Cambodia among selected audiences.

The Specific(s) Objective(s) (Outcomes) of this action are to:

1. Measurably increase awareness, understanding and support for the EU priorities, in particular those under the Global Gateway, and for the values that underpin the EU's external actions (human rights, democracy, rule of law, respect for international rules, gender equality and women and girls empowerment, environmental sustainability, peace and security)

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

1. Political communication activities and large-scale public campaigns are implemented to make the EU's brand positioning more understandable, visible and influential to target audiences.

<sup>4</sup> [Country Level Implementation Plan – CLIP Cambodia](#)

<sup>5</sup> [Multiannual Indicative Programme 2021-2027 Cambodia](#)

## 3.2 Indicative Activities

Based on Article 24 of the NDICI Global Europe Regulation, the Support Measures - Cooperation Facility may cover support expenditure for the implementation of the Instrument and for the achievement of its objectives. This includes information and communication actions, including the development of communication strategies and corporate communication and visibility of the political priorities of the Union, which is the sole aim of this Action Document. In particular, the following indicative activities are foreseen:

Activities related to Output 1.1

- Roll out at national level of public campaigns both in Khmer and English with the objective of measurably increasing the awareness, understanding and perception of the EU's partnership with the country. All such campaigns will be data-driven and based on clearly defined qualitative and quantitative key performance indicators (KPIs). Regular monitoring against these KPIs will allow content, channels and approaches to be constantly adjusted to meet the objectives set.
- Design and implement political communication activities to support Summits, events and visits by College members and other high level EU officials;
- Support the integration of relevant regional programmes into country-level strategic plans, particularly those that are flagship Global Gateway and/or Team Europe initiatives
- Monitoring and evaluation activities to measure impact of communication activities are undertaken

## 3.3 Mainstreaming

### **Environmental Protection & Climate Change**

Strategic communication activities carried out under this action will promote key Global Gateway and the Indo Pacific Strategy priorities, such as the fight against climate change, the protection of the oceans and the transition to a green economy, which also fall under the intervention areas under the MIP for Cambodia for 2021-2027.

**Outcomes of the EIA (Environmental Impact Assessment) screening** (relevant for projects and/or specific interventions within a project) EIA (Environment Impact Assessment) screening classified the action as **Category C (no need for further assessment)**.

**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 G1. This implies that gender equality will be mainstreamed across all activities, ensuring strategic communication activities are inclusive, gender-sensitive, and even transformative by helping promote gender equality and the empowerment of women and girls through increasing the visibility of equality issues and by portraying women in non-traditional roles. The action will work with partners to ensure a balanced representation of women and men to the greatest extent possible. . The action contributes to the objectives of the Gender Action Plan 2021-2025 - GAP III and its thematic area of engagement "Promoting economic and social rights and empowering girls and women".

### **Human Rights**

All strategic communication activities will be values driven, integrating the key principles (participation, non-discrimination, accountability and transparency) of the human rights based approach. Specific Human rights issues in Cambodia could be prioritised.

### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action is considered relevant for the inclusion of persons with disabilities. All activities will be designed to ensure they are inclusive and accessible. The Action will ensure that rights of persons with disabilities will be respected, and will encourage partners to take initiatives to protect persons with disabilities and to invite organisations representing people with disabilities.

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**Reduction of inequalities**

Communication can be a powerful tool to raise the awareness about the rights and obligations of rights-holders and duty-bearers in the context of not only social and economic rights but also that of the civil and political rights, with regards to the EU engagement in the country. This is the main rationale underpinning the objectives of the action which aims at raising more awareness and understanding of the EU, its policies and the partnership with Cambodia.

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**Democracy**

All activities undertaken in this action will be in line with democratic values to be promoted when relevant. Activities may also showcase the EU's bilateral and thematic programmes on rule of law in Cambodia or CSOs grants contributing to democratic governance and citizens' participation, or any other relevant programmes that showcase how our cooperation is aligned with those EU values.

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**Conflict sensitivity, peace and resilience**

The implementation of the Strategic Communications Plan should take the country's conflict analysis as a relevant framework to identify sensitive issues and ensure the appropriateness –both of content and timing - of any communication/public diplomacy actions to ensure they “do no harm”.

In line with the Indo Pacific Strategy and the MIP, the financial and political support of the EU in Cambodia to democracy, and multi-party pluralism is also at the core of the EU's engagement with Cambodia, and will need to be communicated as such.

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**Disaster Risk Reduction**

Strategic communication activities carried out under this action may contribute to generate awareness on the need for disaster risk reduction, through the communication on EU's support to a more efficient implementation of disaster risk reduction national policies.

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**Other considerations if relevant**

N.A.

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### 3.4 Risks and Lessons Learnt

<b>Category</b>	<b>Risks</b>	<b>Likelihood (High/ Medium/ Low)</b>	<b>Impact (High/ Medium/ Low)</b>	<b>Mitigating measures</b>
Communication and information	Communication activities do not reach the target group	Medium	High	Ensure the awareness, public campaigns, and activities reach the targeted group and deliver a clear message, while increasing EU visibility.
Coordination	Internal coordination	Low	Medium	Ensure internal coordination among EU Delegations and Headquarters in political communication activities and their implementation, alongside effective management.
Political and international environment	Impact on EU-Cambodia partnership	High	High	Key messages to be formulated in a non-confrontational, do-no-harm approach. Periodic re-evaluation of messages and

				calibration according to the political and international environment.
Human rights and gender equality	A gender-blind, neutral, or negative context analysis could reinforce existing gender inequalities and non-realization of human rights, and hinder the efficiency and sustainability of the action.	M	M	Knowledge and tools of gender mainstreaming and HRBA are available. Gender-sensitive monitoring, use of sex and disability disaggregated data, and gender-sensitive indicators. Gender mainstreaming is applied in all phases of the support services.
<b>Lessons Learnt:</b>				
Full successful implementation will depend on, among other things:				
<ul style="list-style-type: none"> <li>– good coordination between EU Delegation and Headquarters;</li> <li>– ‘whole of Delegation’ approach to strategic communication and public diplomacy</li> <li>– ensuring coherence between different funding sources, notably those managed by EEAS and FPI</li> <li>– good management of the various contracts;</li> <li>– high quality of expertise supplied (a proper communication agency with fully integrated services.)</li> </ul>				

### 3.5 The Intervention Logic<sup>6</sup>

The underlying intervention logic for this action is to support the EU- Cambodia partnership. It will enable the EU to build support for priorities under the country MIP and key global and regional strategies.

By targeting specified audiences through professionally designed and implemented strategic communication activities, the action will contribute to measurably increase awareness, understanding and perception of the EU’s partnership with the country and the region.

### 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 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 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.

<sup>6</sup> [@TEI Methodological Note to Support Design](#)

### 4.3 Budget Support – NOT APPLICABLE

### 4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>7</sup>.

#### 4.4.1 Direct Management (Procurement)

- The programme will be implemented through direct management by way of procurement procedures.

### 4.5 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 realization of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

### 4.6 Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities</b> – cf. section 4.4	
<b>Outcome 1: Strategic communication</b> composed of	2 000 000
Procurement (direct management) – cf. section 4.4.1	
<b>Procurement</b> – total envelope under section 4.4.1	2 000 000
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	covered by another Decision
<b>Contingencies</b>	N.A.
<b>Totals</b>	2 000 000

### 4.7 Organisational Set-up and Responsibilities

A strategic communication and public diplomacy steering group will be established at Delegation level to oversee and validate the overall implementation of the action, in accordance with the country-level strategic plan which has been developed. It is the responsibility of the EU Delegation to ensure communication related to TEIs are fully integrated into these country-level strategic plans. Detailed Terms of Reference will be prepared for each activity. The EEAS-INTPA-FPI-NEAR strategic communication and public diplomacy Coordination Mechanism will provide any necessary strategic guidance and support at HQ level.

<sup>7</sup> [www.sanctionsmap.eu](http://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.

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 on a quarterly basis and final reports. Every report shall provide an accurate account of implementation of the action, difficulties and challenges 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).

Key indicators for measuring the performance of this operation will be derived from the Contractor Assessment Form to be completed at the end of the assignments covering performance of the contractor, performance of experts and overall performance.

Examples of key indicators for measuring the impact of the activities undertaken may include:

- positive perception of the EU as a partner
- social media reach and engagement
- media items published in top tier media
- website visits, bounce rate and conversation rate
- video views and view through rate
- message recall and follow-up
- possible surveys & focus groups

Monitoring and reporting shall assess how the activities undertaken consider the principle of gender equality, human rights-based approach, and rights of persons with disabilities including inclusion and diversity. Whenever relevant and possible, indicators shall be disaggregated by sex, ethnicity and disability.

### 5.2 Evaluation

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

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 is designed to implement a new approach to Delegation-led strategic communication activities at country-level.

Evaluations shall assess to what extent the communication activities promoted by the action take into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment and disability inclusion. Expertise on human rights, disability and gender equality may be required in the evaluation teams.

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

Strategic communication activities will be implemented to ensure awareness, understanding and perception of the EU and its partnership with the country is commensurate with the scale, scope and ambition of our sustained engagement. Public facing campaigns and political communication, particularly around the Global Gateway priorities and Team Europe initiatives, will focus not only on what the EU does, but why, including by emphasising shared values, interests and impact, and promoting the EU's leadership role on key priorities.

These activities will be based on a multiannual strategic plan which reflects the objectives of the EU Delegation as a whole.