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## This action is funded by the European Union

**Action Document for**
**Employment promotion in income generating activities in the cultural sector**

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| **1. Title / Basic Act / CRIS number** | *Employment promotion in income generating activities in the cultural sector* <br> CRIS number: MTR/FED/038-666 <br> financed under the 11th European Development Fund (EDF) |
| **2. Zone benefiting from the action/location** | PALOP-TL (*Países Africanos de Língua Oficial Portuguesa e Timor-Leste*) <br><br> The action shall be primarily carried out at the following location: PALOP-TL countries (Angola, Cabo Verde, Guinea-Bissau, Timor-Leste, Mozambique, São Tomé e Príncipe); the six Portuguese speaking countries from the African, Caribbean and Pacific (ACP) Group of States. |
| **3. Programming Document** | Multi-annual Indicative Programme (MIP) 2014-2020 for the PALOP-TL countries |
| **4. Sector of concentration / thematic area** | Economic growth, employment and decent work, and culture |
| **5. Amounts concerned** | Estimated total cost: EUR 19 200 000 <br><br> Total amount of EDF contribution/ EUR 18 000 000 This action is co-financed in joint co-financing by: <br><br> - Camões Instituto da Cooperação e da Língua, Portugal (Camões I.P.), indicative amount: EUR 1 200 000 |
| **6. Aid modality and implementation modality** | Project Modality <br><br> Indirect Management with Camões Instituto da Cooperação e da Língua (Camões I.P.) |
| **7. DAC codes** | Code 16061 <br> Sub Code 1606101 <br> Sub Code 1606103 |

| **8. Markers (from CRIS DAC form)** | **General policy objective** | **Not targeted** | **Significant objective** | **Main objective** |
|---|---|---|---|---|
| | Participation development/good governance | x | ☐ | ☐ |
| | Aid to environment | x | ☐ | ☐ |
| | Gender equality (including Women In Development) | ☐ | x | ☐ |
| | Trade Development | x | ☐ | ☐ |
| | Reproductive, Maternal, New born and child health | x | ☐ | ☐ |

| RIO Convention Markers | Not targeted | Significant objective | Main objective |
|---|---|---|---|
| Biological diversity | x | ☐ | ☐ |
| Combat desertification | x | ☐ | ☐ |
| Climate change mitigation | x | ☐ | ☐ |
| Climate change adaptation | x | ☐ | ☐ |

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| **9. Global Public Goods and Challenges (GPGC) thematic flagships** | N/A |
| **10. Sustainable Development Goals (SDGs)** | Main Goal: 8 <br> Secondary Goals: 1, 4, 17, 5 |

SUMMARY

PALOP (*Países Africanos de Língua Oficial Portuguesa*) is the group of Portuguese-speaking African countries, Angola, Cape Verde, Guinea-Bissau, Mozambique and São Tomé and Príncipe, which share a strong linguistic and cultural identity and a similar system of governance. PALOP integrated the ACP Group in 1985 and since 1992, the EU cooperates on a regional basis with PALOP countries, plus Timor-Leste (TL) since 2007.

In line with the cooperation domains established in the EU/PALOP-TL Multiannual Indicative Programme 2014-2020, the programme seeks to increase employability, employment opportunities and income generation in cultural sectors of activity in the PALOP-TL countries. Although cultural sectors in the PALOP-TL have a strong potential in terms of regional and global outreach, they are under-utilised due to a range of constraints such as weak human resources, lack of access to markets and little visibility. The programme aims to address these constraints, with a focus on job and income generation, by working specifically on three aspects:

1) Reinforcing skills and technical competences available in the cultural sector;

2) Enhancing diffusion and commercialisation of PALOP-TL cultural products, in particular for music and performing arts sectors which are at the core of PALOP-TL countries' cultural identity, at national, regional and international level;

3) Reinforcing PALOP-TL common cultural identity through the creation and diffusion of children and youth literature and publications.

The programme aims at reinforcing cultural institutions and operators' regional networking and at increasing knowledge on cultural sectors' contribution to development and growth in the PALOP-TL countries through better visibility and diffusion of the programme's activities and results.

The components and actions proposed were identified through national studies and consultations throughout 2016-2018, and reflect PALOP-TL common priority areas of intervention in the cultural domain. A regional approach in all activities will reinforce intra-PALOP-TL cooperation and exchanges. The programme focuses on areas where cooperation and joint intervention opportunities have been identified at regional level.

The implementation modalities foresee a delegation to an EU Member State Agency, Camões I.P., with a mandate on the culture and development nexus; a history of intervention in the cultural sector in developing countries; a solid presence and results' track record specifically in the PALOP countries and Timor-Leste; well-established and recognised technical and financial management capacity to lead

on behalf of other donors under project modalities; PAGODA (pillar assessed grant or delegation agreement) and member of the European Union National Institutes for Culture (EUNIC) network. EUNIC partners will be involved in the programme where relevant.

Through the programme, assistance will be provided in the six PALOP-TL countries in order to ensure effective participation and involvement of all beneficiary entities, to support local organisations and institutions in designing and implementing projects, to monitor project implementation, to disseminate information and to share knowledge on the culture and development domains.

# 1. CONTEXT

## 1.1 Sector/Country/Regional context/Thematic area

### 1.1.1 Public Policy Assessment and EU Policy Framework

*EU Policy Framework*

The EU external action and development cooperation in the field of culture has been shaped along the years by a series of documents, among which of recent significance in terms of EU development cooperation orientation and its cultural dimension are the European Agenda for culture in a globalising world[1][2]; Council Conclusions on culture in the EU's external relations (2015[3] and 2017); Joint communication of the European Parliament and the Council "Towards an EU strategy for international cultural relations"[4]. In these documents, the EU stresses the role of culture contributing to social and human development, fostering social cohesion and economic growth and supporting democratic development and peace and reconciliation processes. It is acknowledged that culture is to be taken as a strategic and *"cross-cutting approach to the Union's external relations and development cooperation given its substantial capacity to reinforce these policies by contributing to the building of long-term relationships based on people-to-people exchange, mutual understanding, trust and credibility"*.

The recently adopted Global Strategy for the EU's Foreign and Security Policy places culture in relation to social resilience, external relations and migration-related issues.

The New European Consensus on Development (2017)[5] makes a reference to the importance of job creation and the multi-dimensional aspects of poverty – that includes culture – and recognises that the latter is an important area for development activities within the context of the United Nations 2030 Agenda for Sustainable Development[6]. The EU engagement with reducing poverty and creating the conditions for a sustainable and inclusive growth calls for development cooperation in domains with the potential to reach out to marginalised groups that create sustainable economic opportunities in developing countries. Cultural sectors of activity targeted through the programme respond to this goal.

The Action is in line with the EU Gender Action Plan[7] 2016-2020 and especially contributes to its thematic priority on Economic, Social and Cultural Rights - Economic and Social Empowerment, objectives 13 (on equal access for girls and women to quality education and Vocational and Educational Training -VET), and 14 (access to decent work for women of all ages).

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[1] Communication from the Commission to the European parliament, the Council, the European Social and Economic Committee and the Council of the Regions on a European agenda for culture in a globalizing world, COM/2007/242 final of 10.05.2007.

[2] Communication from the Commission to the European parliament, the Council, the European Social and Economic Committee and the Council of the Regions, Increasing the impact of EU Development Policy: an Agenda for Change, COM(2011) 637 final of 13.10.2011.

[3] OJ C 417 (p. 41) of 15.12.2015.

[4] JOIN(2016) 29 final of 8.6.2016.

[5] OJ C 210 of 30.6.2017.

[6] Paragraph 35 of the Agenda 2030 for Sustainable Development.

[7] Joint Staff Working Document: Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020, SWD(2016)182 final of 21.9.2015.

In order to avoid overlapping and maximise synergies, the programme also takes into account other EU funded actions in the cultural domain where the targeted countries are eligible: future ACP Culture Programme, GPGC Culture and UNESCO/EU Governance of Culture facility.

*PALOP-TL regional dynamics in the cultural domain*

The six countries – Angola, Cabo Verde, Guinea-Bissau, Mozambique, São Tomé and Principe and Timor-Leste - represent a very diverse group in terms of size, resources and development paths, united by a common language, Portuguese[8] and historic links that translate in criss-crossed populations and shared cultural traits. The six countries have identified governance (covered by ongoing 10th EDF programmes and a separate 11th EDF action) and culture and the cultural sectors (often called creative/cultural industries (CCIs) in the national policy documents) as important policy domains with regional synergies and significant potential contribution to the respective countries' development. All of them have adopted different levels of policy documents and have an institutional framework covering the cultural sector. However, the targeted countries are confronted with a shortage of resources at a national level and difficulties in implementing national policies and strategies in the cultural domain. The programme targets the priority needs in this domain, and the countries' representatives have validated the programme's approach, as laid out in this document. The lack of sufficient specific competences and local institutional capacities in the cultural domain calls for a strong technical support for institutions and operators from the programme itself.

The demographic trends in PALOP-TL show a rapidly growing population. Youth unemployment is a critical problem with figures in 2016 attaining 20% in Angola (growing in the last 3 years), 18% in Cabo Verde, 12% in Guinea-Bissau, 43% in Mozambique, 27% in São Tomé and 12% in Timor-Leste[9]. Youth employment in all targeted countries has a vulnerability rate of over 60% (informal or non-decent work, according to ILO definition). This situation of all six countries calls for a programme focused on the creation of jobs, enhancing employability and improving professional opportunities for young people.

At the regional level, the five PALOP countries have already significant cultural exchanges, with different levels of intensity: Guinea-Bissau and Cabo Verde present strong links in certain sectors, in particular music, with private operators present in both countries, Angola music and dance is widely known and practiced in all other countries (including Timor-Leste), Cabo Verde and Angolan musicians frequently perform in all countries within the region, etc. However, exchanges and intra-regional collaboration and professional exchanges could be further promoted as there is an untapped development potential. This is explained by geographical distance and lack of intraregional cooperation mechanisms, though through the Community of Countries of Portuguese Language (CPLP) there are programmes and joint meetings dedicated to culture.

*1.1.2   Stakeholders analysis*

PALOP-TL stakeholders are scattered in the six countries and they present a diversity of situations:

- <u>Public institutions</u> - Ministries in charge of economic policies, finances and, in particular, labour and professional training, share across the region the same lack of information and awareness concerning cultural sector socio-economic potential. The ministries of culture have limited budget and are mostly understaffed, although situations among countries differ significantly. The quasi absence of operational cooperation between the culture ministries and other public institutions isolates the cultural domain from mainstream development policies, except in the case of Cabo Verde, which has included culture in national development strategies. Despite of the lack of figures concerning the cultural sector, all ministries in charge of culture are aware of the development potential of the sector, which can be significantly leveraged up with the support of the programme.

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[8]   Language is essential for many cultural and creative industries, mobility is also very much linked to language. A few Open online access to platforms to scientific knowledge exist in Portuguese, e.g. "portal de Conhecimento de Cabo Verde".

[9]   ILO statistics http://www.ilo.org/wesodata

- <u>Training/Education institutions</u> - The global offer of culture-related training and education in the region is minimal. São Tomé, Timor-Leste and Guinea-Bissau have no training or education offer covering the cultural sectors. The only university across the region that offers specific culture-related training is Eduardo Mondlane University in Mozambique. In Angola, two recent institutions provide artistic education at a secondary and superior level, respectively. Despite good infrastructure, they lack human resources and curricula are weak. The offer is rather limited and covers only the capital. Other educational institutions operating in the arts and culture domain are present in Mozambique and Cabo Verde. In all cases, PALOP-TL training offer in the cultural sector does not cover key domains, such as cultural management, information and communication technologies (ICT) applied to cultural sectors, cultural communication, cultural production, sound engineering, etc. No VET-related institution has been identified in the region covering the cultural domains. Technical professions related to the arts (such as sound and light technicians, etc.) are only taught through and rare training courses offered by international supported projects (such as recent Alliance Française funded training project in Luanda for sound and light technicians).

- <u>Cultural operators, cultural entrepreneurs, cultural civil society, women's associations and women entrepreneurs</u> - Concerning artists and technicians, no statistics are available to estimate their number or professional status but national studies indicate a very large number of artists and practitioners in the music sector and, in certain countries, in other performing arts, such as dance and theatre, widely practised in Angola, Cabo Verde and Mozambique. Many cultural organisations operate in the PALOP-TL countries and represent a very dynamic sector but with no capacity to manage large budget projects. Disadvantaged groups with potential to find an activity within the culture and creative sectors, such as marginalised youth with limited access to formal economic circuits will also be targeted beneficiaries of the action.

Different levels of cultural professional bodies are present in the six countries: several writers' unions, music-related professional associations, audio-visual professional associations, etc. They have different degrees of representability, limited management and advocacy capacity, severe budget constraints and inadequate staffing. Their constraints call for partnerships with more experienced bodies in order for them to have a potential positive impact.

- <u>General public in PALOP-TL</u> - is also a final beneficiary since it will benefit from a wider and better cultural offer, increased exposure to artistic expressions from other countries in the PALOP-TL and a higher quality artistic offer.

### 1.1.3 *Priority areas for support/problem analysis*

Despite heterogeneous situations in cultural sectors of activity across the region, national studies and consultations carried out during the programme formulation process led to the identification of common transversal priority needs and constraints in the cultural domain, as well as common sectoral development potential in PALOP-TL. The identified areas of intervention are a common ground for building a cooperation programme with an effective regional dimension and with the scope of creating adequate conditions for cultural sectors to contribute to employment and income generation in a long term and sustainable perspective. The common challenges and priority areas of intervention are:

**1) Limited available skills and human resources in the cultural domain and weak educational and training capacities in the sector.** The lack of visibility and relatively marginal positioning of culture as an economic sector are obstacles for draining enough talent and competences into it and discourage public investment in education and skills development in the sector. The specificities of the sector as well as its rapid evolution in terms of use of technology, production, diffusion and distribution techniques, shifts in national and international interests and forms of "cultural consumption" open new domains of expertise that remain mostly unexplored in PALOP-TL educational offer and can thus offer substantial opportunities also for women in the sector to develop their potential and become agents of change. Education and training opportunities are often limited for cultural operators, with a serious shortage of educational resources and institutional capacity in the sector. The small size of four of the six PALOP-TL countries prevents them from developing

specialised educational offer in the sector, due to limited population and thus potential demand. **The regional dimension of the programme offers an ideal platform for developing, reinforcing and sharing educational capacities in the sector, using the common language and supporting mobility as opportunities for growth**. Using communication technologies in education and training to allow trainees/students access with no gender bias these resources across the region, hence overcoming the countries' geographical distance, is a key issue.

Specific culture-related training and educational gaps are identified in the following areas:

i)   Cultural management, including management of culture-related business, cultural associations, cultural and artistic events, including production of cultural events, culture-related entrepreneurship, ought to cover formulation and formalisation of cultural projects, culture and arts funding modalities, including access to international support and funding sources, private corporate funding, etc.

ii)  Cultural communication and marketing, including use of digital platforms, social media and online resources to communicate, promote, diffuse or sell culture-related products (including music, audio-visual, visual arts, books and electronic publications, etc). Skills in networking and international exchanges would be indispensable, yet are extremely rare in the region, to promote regional/international synergies and cooperation, access new markets and scale up the cultural and artistic offer.

iii) Use of digital technologies applied to arts and culture: use of artistic digital production (music, audio-visual, visual arts); communication and use of digital platforms for culture and arts promotion; electronic diffusion and distribution of culture-related products; digital networking platforms; digital sound and light treatment; recording and postproduction (music, audio-visual); digital publishing; connectivity applied to culture and arts; etc.

iv)  Specific technical skills to improve quality and enlarge offer in the performing arts sectors: stage and performing artistic techniques and communication skills for emerging artists; concert/show production technical skills including stage production, sound, lighting skills; artists' managers.

Furthermore, lack of resources, exposure and adequate support jeopardises the possibility for young operators to launch their professional carriers and create new activities/enterprises. In particular, self-employment and entrepreneurship would improve in culture and creative sectors if newly trained people had access to management support, adequate skills, and financial resources. The programme will combine training and accompaniment mechanisms to support business and job creation by newly trained operators.

**2) High employment potential in the music and performing arts sector but limited market access and audiences.** At a national level, the development of publics, markets and audiences is affected on the demand side by poverty, precariousness, gender stereotypes, as well as isolation of rural areas and the lack of exposure to cultural/artistic stimuli at an educational level. At an international level, limited capacities in management, promotion, cultural communication and marketing, embryonic use of digital means of communication, diffusion and commercialisation, high cost to circulate internationally and be present in international sectoral markets, explain why the music and performing arts offer remains limited (except for music in the cases of Angola and Cabo Verde). Organisational capacity is needed to exploit the visibility certain cultural sectors have at a national level, in particular music, in order to scale up its national and international outreach and generate income. Opportunities exist for markets and audiences to develop, both nationally and internationally. Focus in music and other performing arts is justified by the sector's strong development potential, very significant number of artists and operators at different levels of the value chain. Experience acquired by certain countries (Angola and particularly Cabo Verde) in reaching international markets can be scaled up with the programme's support. Digital channels are particularly adapted for diffusion and distribution in the music sector, pulling along the whole performing arts sectors. ICT create opportunities to appeal directly to customers and do not suffer from access barriers, diminishing costs and allow overcoming certain

gender-specific barriers (ex. limitations to travel in autonomy). Additionally, music and other performing arts have important potential to create regional markets with relatively low costs and taking advantage of the shared language within the PALOP-TL and thus have an impact in regional identity-building and international projection.

**3) No access to PALOP-TL literature content in general, and particularly children's and youth publications**. The publishing sector in PALOP-TL is particularly weak. Few publishing houses exist in the region, no distribution channels except for a few book stores in the respective capitals, no use of electronic support. These deprive the local population of published material, in particular, lack of children's and youth literature with a PALOP-TL specific cultural content is a significant obstacle for promoting and teaching reading and weakens cultural identity. PALOP-TL countries face big education challenges, due to the combination of demographic trends and lack of resources. Among these, reading material that conveys positive messages and nourishes children's appreciation and understanding of their own cultural and social environment is a necessity that today is not addressed. Authors addressing young populations do exist and work in PALOP-TL but they have very embryonic publishing industries and the sector's capacity to take charge of publishing, distributing and promoting their works locally is either precarious (Angola, Mozambique, Cabo Verde) or non-existent (São Tomé, Timor-Leste, Guinea-Bissau). Supporting the emergence of this literature which conveys stories, messages and images which young people can identify with will contribute to reinforcing identities. Moreover, the literature can serve as a valuable educational tool. However, since the publishing industry is practically non-existent in the PALOP-TL, this area of intervention has to be covered by a specific approach, where activities ought to integrate the whole chain of creation-production-promotion-distribution. Since operators in the publishing/books sector are so few in the region, the programme will focus on producing and distributing local content works as a way to enhance the sectors' dynamics. The use of Portuguese language in the publications will provide cooperation opportunities in the creation and publishing process. Published material will circulate and be diffused in all PALOP-TL countries and at an international level. A niche market for published works are the PALOP-TL diaspora around the world.

It is important to underline the gap in terms of cultural sectors' development between large urban centres and other areas in the PALOP-TL countries. In Angola and Mozambique, the respective capitals concentrate a disproportionate share of educational institutions, cultural operators, agencies, etc. Provinces are served only by a few public infrastructures with limited capacity. **The programme's networking; information and communication efforts will guarantee that operators out of the urban centres and/or out of the capitals receive sufficient support to overcome their specific constraints.**

## 2. RISKS AND ASSUMPTIONS

| Risks | Risk Level | Mitigating Measures |
|---|---|---|
| The political environment and increased insecurity mean that it is impossible to carry out activities in certain parts of the PALOP-TL region. | M | The programme will foresee activities covering all 6 countries, with 4 dedicated focal points to cover countries as well as specialised Technical Assistance. Adequate technological means will also be used to cover all geographies. Should the situation require a suspension of activities in a particular area, in the extreme case activities/resources could be reallocated to safer locations. |

| | | |
|---|---|---|
| Turn-over and changes in the composition/portfolio of cultural institutions in the PALOP-TL countries. | M | The programme management structure will ensure continuous dialogue and involvement of national institutions and authorities responsible for culture. |
| Insufficient capacity for project management in the PALOP-TL countries, especially among cultural operators and institutions. | H | The programme will provide technical support both for public authorities in component 1, as well as for successful applicants (public bodies as well as other non-state actors), monitoring by partners and training to ensure that the desired results are achieved. |
| There are insufficient competences and expertise in the cultural domain in beneficiary countries. | H | The programme foresees skills development activities and adequate training for specific competences needed to achieve performance. |
| The projects presented in the context of the call for proposals by potential beneficiaries are of low quality and do not meet the programme objectives or are too small with a proliferation of actions, thus reducing project impact and visibility and requiring more management. | M | Include international level implementation partners capable of managing large programmes. Technical assistance will be provided by the programme management structure to avoid this risk. A new round of applications can be foreseen in case the first process does not meet expectations. Enough time is provided for projects to be elaborated and implemented. |
| High level of resistance prevents women from fully benefitting from opportunities offered by the programme. | M | Specific communication and training activities ahead of the launch of the projects' selection process will stimulate and create adequate environment for women to fully participate in the programme. Provisions will be integrated in the guidelines for the projects' selection process to promote women's participation and implementation of gender balanced activities in the projects |

**Assumptions**

The political climate in the PALOP-TL countries remains stable and there are no serious security problems.

There is enough political commitment in PALOP-TL countries to ensure stability and continuity in the programme national counterparts.

Projects are implemented through sufficient quality management and efficiency in achieving results.

The programme is implemented quickly enough to have early training activities implemented.

There is interest and capacity on the part of culture-related institutions in designing and implementing projects that bring added value to the sector.

Intermediary entities and programme implementers share EU's concern to promote gender equality.

# 3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

## 3.1 Lessons learnt

The evaluation of the previous PALOP-TL programme supporting culture - *Project of Support for cultural initiatives in PALOP* (*PAIC*)[10] - revealed that the regional dimension of PALOP-TL has to be fully included in the projects to be funded, in order to have a regional added-value and scale up activities. **This requires equal access, a similar level of information and sufficient technical assistance for potential applicants in all six countries**. The programme ought to avoid the dispersion of resources on small projects without structural impact. At a management level, the geographical distance and different country situations requires a strong presence at local level, sufficient management capacity to ensure technical support across the region, the capacity to scale up national experiences to all at regional level through knowledge sharing, diffusion of good practice, etc. Moreover, transparency, accountability control and monitoring capacity are key issues and more so in a programme where project implementation takes place in six different countries. Past interventions reveal the lack of monitoring can lead to inefficiency and malpractice. Strong management capacity and close monitoring of programme implementation are indispensable, in particular due to geographical dispersion, local institutional weakness and precariousness of the cultural sectors themselves. These fragilities plead for implementation modalities that allow sufficient time for conception, preparation and implementation of funded projects. Past experience shows that projects with durable impact involve institutions that have vocation to remain as active, permanent actors in their respective domains of intervention. **Using installed capacities and reinforcing capacities of existing operators in the PALOP-TL guarantees the durability of the Action**. Beneficiaries of the programme have to be permanently installed in PALOP-TL countries and have sustainable activities in culture-related sectors. **PAIC experience and EU-funded ACP culture+ programme show that the full involvement of cultural civil society and private sector are key elements for projects to have significant impact on the field, provided that there is strong and regular support from the programme management to overcome individual projects' implementation challenges.** Specific culture-related competences from the management team, as well as EUNIC partners installed capacities in the beneficiary countries will contribute to this goal.

The recent study funded by Camões I.P., *Creative Futures*: *Economy and creativity in Cabo Verde, Guinea-Bissau and São Tomé and Príncipe,*[11] points out the need to approach CCIs from a cross-cutting perspective, going beyond the most traditional cultural industries to establish new links with the main economic sectors in each country. Also, the study points out the need to focus on the professionalisation of cultural workers (including business skills), with a focus on the private sector.

Several projects - *Strengthening the creative industries in five ACP countries through employment and the expansion of trade (UNCTAD, EU funding)*[12]; *Strengthening CCIs and inclusive policies in Mozambique (MDG-F)* - showed the difficulties of developing inter-ministerial and inter-agencies structures.

Other EU funded projects show that the lack of capacity lead to missed opportunities and absence of PALOP-TL operators in international funded programmes. Support from the future programme ought to improve capacities for PALOP-TL operators to access funding from international sources and tap on existing support opportunities for the cultural sectors.

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[10] Financed under the 9th EDF, from 07/2009 to 06/2012 for a total amount of EUR 3 million (FED/2007/20859), PAIC was managed by a Project Management Unit within the Ministry of National Education, Science, Youth and Sports of Guinea Bissau (private indirect decentralised management).

[11] https://economiacriatividade.wordpress.com/about/

[12] http://unctad.org/en/Pages/DITC/CreativeEconomy/Interagency-Project-Strengthening-the-creative-industries-in-five_ACP-countries-through-employment-and-trade-expansion.aspx

Brazil also has relevant cultural competences and know-how that can be solicited in training / education activities, and in the implementation of projects funded through this Programme, under component 1 for example.

## 3.2    Complementarity, synergy and donor coordination

Regarding EU Programmes, the ACP culture+ Programme includes the PALOP-TL countries and specialises in two areas: the funding of cinema and audio-visual production and support to the cultural industries in the area of training/professionalisation, regulation and promotion/dissemination. Several projects have been implemented in different PALOP-TL countries[13]. The priorities of the "Non-State Actors and local authorities" programme also include the development of cultural operators. They target smaller projects than those foreseen in the programme. Camões I.P., through its triple mandate on development cooperation, culture and language/education, has a stable presence in each PALOP-TL, both through its development cooperation departments in Portuguese embassies and Cultural Centres. Camões I.P. has regularly supported local civil society and cultural operators' activities, and has structured partnerships with higher education institutions in each PALOP-TL country, by supporting culture-related courses. Among others, a Memorandum of Understanding (MoU) established in 2014 among Camões, UNESCO and E. Mondlane University in Maputo for the creation of a UNESCO regional chair in the faculty.

UNESCO implements the second phase of the EU funded Culture Governance facility, to which all PALOP-TL countries are eligible but none has requested its support in the past, despite a clear need in terms of technical expertise in the culture-related regulatory domain.

So far there has been limited interaction between internationally funded programmes. Intra-PALOP-TL potential synergies are not to be found in any of the latter.

The programme has been formulated in order to avoid duplication with other EU interventions and promote synergies. Certain cultural sectors with high potential are already covered by other programmes: the crafts sector is targeted by employment-generating, community and pro-youth programmes, not specifically targeting culture; cinema and audio-visual are covered by the future ACP Culture Programme. Since PALOP-TL cultural sectors rarely benefit from international aid opportunities, the programme intends to provide assistance, through its management structure, for acceding to existing opportunities.

Apart from the Camões I.P. network of Cultural Centres, there is no regional donor's coordination structure or framework, although most Member States' cultural institutions in the countries are part of the EUNIC network, used also at national level for coordination, mainly on cultural events – while there are no proper, comprehensive coordination mechanisms on culture for development.

## 3.3    Cross-cutting issues

The programme intends to contribute to develop professional activities for those groups that have more difficulty to access more formal/established employment markets (women, youth and people with disabilities). The calls for proposals will foresee provisions to prioritise women's participation in the process and promote gender-sensitive activities in the sector and create favourable conditions for disadvantage youth (including women and girls in this group) to access training and employment opportunities. Specific evaluation criteria will be included for projects presented by or targeting women, disabled people and disadvantaged youth. Specific training activities will target these groups.

Other issues tackled by the action, through a rights–based approach, are the protection of cultural diversity, which is a result of an enhanced PALOP-TL cultural and artistic offer; the right to access culture; and freedom of expression. The action should promote employability and decent employment

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[13] "ACP Street Bookshops" (Mozambique), "Cultural Festival: man and the biosphere" (Guinea-Bissau), "Strengthening the cultural industries of Mozambique through institutional capacity building and improvement of the legal framework" (Mozambique), "Traditional Music" (Cabope Verde, São Tomé and Príncipe, Timor-Leste) and "P-Stage" (São Tomé and Príncipe, Angola and Guinea-Bissau).

in cultural sectors, through skills development, formalisation of cultural activities and entrepreneurship.

Both at a management structure level (through adequate provisions in the management formal agreements and programming documents) and at project level (through adequate guidelines in the open/public competitive selection process and targeted provisions in the project contracts), there will be a special mention to the need to respect and promote cultural diversity, stimulate freedom of creation and expression and develop audiences and publics in order to broaden the population fringe that have access to cultural events, goods and services.

## 4. DESCRIPTION OF THE ACTION

### 4.1 Objectives and results

This programme is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of Goal 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" but also promotes progress towards Goals 1 "End poverty in all its forms everywhere", 4 "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all", 17 "Partnerships for the Goals" and 5 "Achieve gender equality and empower all women and girls". This does not imply a commitment by the countries benefiting from this programme.

The **overall objective** of the project is **to increase employment and create income generating activities in PALOP-TL countries.**

In order to contribute to the overall objective, the project establishes the following **specific objective**: **increase employment opportunities, income generation potential of cultural sectors of activity in the PALOP-TL.**

The programme has 3 components that have been designed to address common challenges across the region and can be usefully addressed through regional interventions. Each of the components and respective expected outputs respond to one particular constraint that hampers the development of cultural sectors of activity. **All outputs are closely interlinked and concretely contribute to the implementation of the 2005 UNESCO Convention for the Protection and Promotion of the Diversity of Cultural Expressions (esp. Art. 14 on "Cooperation for Development").**

**- Output 1. Human resources and technical competences available in the cultural sectors are reinforced and used.** The programme foresees a structural approach, building durable training and professional education capacities in specialised culture-related areas, in particular in professional and vocational areas and transversal/business competences.

In terms of specific technical capacities, music and performing arts sectors are particularly targeted in order to create the bases to achieve Output 2: Improve technical skills in the sector to prepare operators and artists to penetrate new markets and satisfy higher quality standards expected in international markets. Skills development will also cover specific competences related to Output 3.
**- Output 2. Enhanced diffusion and commercialisation of PALOP-TL artistic offer in the music and performing arts sector at national, regional and international level.** The programme will improve PALOP-TL artists and music and performing arts offer and participation in regional and international events, thus enlarging regional and international markets for PALOP-TL cultural products.

The programme will stimulate collaboration between PALOP-TL operators and artists to access new markets, etc.

All activities have to be implemented by a partnership between PALOP-TL partners, with possible participation of international and regional partners.

This requires a richer, diversified and high standard artistic offer, capable of penetrating new markets and developing audiences. This is expected to enhance production, sector income, PALOP-TL international visibility and cultural diversity. It will also open up professional exchange opportunities for artists and cultural operators in the targeted sector, especially young people and women, and stimulate quality production and creativity. This output also has strong synergies with the others, as specific skills (Output 1) will be required to develop new markets, in particular for diffusion, distribution and promotion of cultural products using digital technologies.

**- Output 3. Enhanced PALOP-TL creation and offer in literature, in particular for children and youth.** This foresees the creation, publication and diffusion of children and youth literature works with PALOP-TL specific content in Portuguese language, created by PALOP-TL authors. The publications, both physical and electronic, will be made available in all PALOP-TL countries, including provinces, through different channels: selling points, libraries, schools, on-line and electronic supports. Teachers will be supported for using the works for educational purposes. Existing structures, local editors and distribution channels from PALOP-TL countries will be engaged in the process.

## 4.2 Main activities

**Component 1 - Human resources and technical competences available in the cultural sectors are reinforced and used:**

Enhance employability in the cultural sector, in particular in music and performing arts, by reinforcing skills in the following areas:

i) Cultural management

ii) Cultural communication and marketing, including use of digital platforms, social media and online resources to communicate, promote, diffuse or sell culture-related products

iii) Use of digital technologies applied to arts and culture.

iv) Specific technical skills to improve quality and enlarge offer in music and the performing arts sectors as well as copyright and legal issues

This includes interventions that will be defined precisely by the management team in collaboration with PALOP-TL relevant stakeholders, and can take the following forms:

a) Enlarging medium and long term professional educational and training offer in the domains described above, which will provide the basis for a long term skills development process and absorb the current skills gap in the sector. The projects implemented in this area will exploit regional synergies: developing one pedagogical curricula that can be adapted to different PALOP-TL countries, common regional training of trainers, duplicating each project in other PALOP-TL, promoting and facilitating access to the programme for students across the region.

b) Improving the existing offer of professional education and training in the region by reinforcing curricula and teachers and trainers competences: implementing specific training modules; access to international training opportunities for teachers and trainers, identifying and using existing exchange and training opportunities at an international level, support teachers mobility across the PALOP-TL countries in order to broaden the skills base, promoting and facilitating exchanges and cooperation among existing education and specialised institutions covering culture-related professional areas, within PALOP-TL and between the region and international structures.

c) Developing and implementing specific shorter training modules adapted for existing or emerging professionals open to artists, operators and newly trained students in the cultural sector, to reinforce artistic and technical skills, and improve artistic quality, technical support and performing conditions in the targeted sector.

Implementation of training activities will involve EUNIC members where relevant. Triangular cooperation can be used where relevant with cultural centres from other Lusophone countries including Brazil.

All training modalities described above will be complemented with an adapted mentoring and accompaniment scheme for the newly trained professionals. It aims to boost employment by supporting creation of new activities, self-employment, start-up creation and accompanying young people into the first phases of their professional life. Technical, networking and financial support will be offered.

**Component 2 - Enhanced diffusion and commercialisation of PALOP-TL artistic offer in the music and performing arts sector at national, regional and international level:**

Will be implemented through calls for proposals. The management team will ensure the visibility and success of the call and support grantees during the implementation of the selected projects, including through horizontal accompanying regional measures. Activities will include:

- Create or reinforce diffusion, distribution, commercialisation channels for PALOP-TL music and performing arts sector, with a regional dimension, in particular channels using digital technology and exploiting south-south affinities and markets with common language (e.g. CPLP[14], Brazil);

- Reinforce music/performing arts communication across media and presence in radio TV within the region and beyond;

- Promote use of existing digital platforms, networks and physical spaces (events, festivals, fairs, etc); developing new specific platforms and diffusion channels for PALOP-TL artistic offer;

- Support events and actions promoting and enhancing visibility for PALOP-TL music and performing arts sector: participation in international cultural events, festivals, organise regional professional fairs, etc;

- Develop regional markets and specific events for the commercialisation and promotion of PALOP-TL music and performing arts sector;

- Support artists to circulate regionally and internationally;

- Develop specific communication material and events to enhance PALOP-TL music and performing arts visibility;

- Develop shared cultural operators' platforms at a regional level to identify, promote and facilitate distribution/circulation cooperation, mobility, participation in transnational networks, etc;

- Reinforce operators' capacities to access existing funding sources (private, public, international).

All activities have to integrate gender-sensitive modalities.

All activities will have a regional dimension, covering at least two PALOP-TL countries. The regional dimension can take the form of joint projects across countries, developing common tools used by other PALOP-TL countries, mutualising resources to implement projects (such as joint participation in international cultural events and markets), replicate and scale up national experiences, share information and build common capacities, etc.

The implementing structure will adopt a rights-based approach and will mainstream gender and access by women, youth and disadvantaged group to activities in all 3 components.

Under Outputs 1 and 2, the implementing institution will be responsible for raising awareness and ensure potential beneficiaries (with special attention for women and youth), establish regional partnerships and submit proposals to an open/public competitive selection process, in order to select the projects with most potential for job creation and sustainability. After selection, the implementing institution will provide technical assistance for monitoring and accompanying the implementation of

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[14] *Comunidade dos Países de Língua Portuguesa* – Community of Countries of Portuguese Language.

activities, through the realisation of horizontal activities, encouraging exchanges and synergies among the projects, and through support to beneficiaries. Targeted potential partners would be education institutions, VET institutions and organisations, specialized training institutions, private entities and/or NGOs partnering with public training institutions, women's associations, amongst others (Output 1); public institutions/funds, agencies, cultural foundations, private entities, NGOs, women's associations (Output 2) from the PALOP-TL.

**Component 3 - Enhanced PALOP-TL creation and offer in literature, in particular for children and youth:**

Will be implemented through a call for proposals. The management team will ensure the visibility and success of the call and support grantees during the implementation of the selected projects, including through horizontal accompanying regional measures. Should funds remain available, complementary activities following the same guidelines could be implemented through direct grants to PALOP-TL structures operating in the publishing sector. The management team will identify the structures. Activities include:

- PALOP-TL child/youth book publishing, diffusion and distribution, particularly targeting diffusion in schools, and electronic diffusion;

- Participation of PALOP-Tl children's youth literature in international book fairs;

- Develop electronic diffusion channels for PALOP-TL literature and works;

- Promote cooperation and exchanges between PALOP-TL operators across the region and with other Portuguese speaking countries;

- The programme management team will support publishing sector operators and reinforce the sector's capacities to access existing funding sources (private, public, international), in particular EU funded programmes supporting cultural sectors.

## 4.3 Intervention logic

The programme enhances culture and creative sector employment and income generating capacity by developing skills and training a critical mass of artists and operators, necessary to ensure sustainable sectoral development. Programme activities will improve employability of young people operating in the cultural domain and reinforce the specific skills that allow new activities to emerge and existing structures to develop. Specific competences will be reinforced to improve and diversify the artistic offer in the music and performing arts sector. Output 1 intends to reinforce technical skills and improve employability in the cultural sectors, as a result of a better and more complete educational and training offer, more apt to stimulate, respond and take advantage of national, regional and global market's demands and needs. It is expected that these actions will contribute to the enhancement of the capacities of entities involved in the programme implementation across the PALOP-TL as well as trainers involved in the sector. Output 2 aims to open up markets and increase potential for revenues for PALOP-TL cultural sectors, reinforcing sustainability of cultural operators. Thus the change process that will lead to enhancing employment in the PALOP-TL culture sectors combines developing skills necessary to reinforce cultural business and organisations, create new activities, improve products quality, communicate, diffuse, commercialise cultural products, create and serve new markets. The intervention logic foresees a strong technical support from the management structure present in every country in order to stimulate, support and accompany participation and regional partnerships from all institutions/actors, etc, in the PALOP-TL countries and to reach out to groups such as women, youth and disadvantage groups. Regional cooperation based in the Portuguese language which is shared by PALOP-TL practitioners and educational/training institutions allows the adoption of a regional approach and creates synergies between countries.

The programme focuses on a sector with vast development potential. Existing practitioners and new entrants will develop skills necessary to expand their respective activities, improve quality, reinforce management, communication and marketing, all of which contribute to create an artistic offer capable

to attract new audiences and open up markets. The programme will support visibility activities, circulation, distribution channels, diffusion and marketing to promote PALOP-TL music and performing arts in national, regional and international markets. This will, in its turn, generate income, enrich operators activity and exposure and thus contribute to the sustainable structuration of the sectors. Reinforced activities and new income sources will allow the creation of employment, both in expanded operations for existing structures as well as new activities for young professionals. The common Portuguese language, administrative and legal culture, as well as intra-PALOP-TL existing links and human ties with Portugal and Brazil, are an asset to open up markets and develop exchanges. Cultural identity and familiarity with each other's music, dance, theatre or literature are a bridge that facilitates building new audiences at a regional level. The language and PALOP-TL diaspora in the world are also the driving forces that can be used to open up European markets, mainly through Portugal as the entrance gate, as well as the Brazilian market, most important in terms of its size.

Support from the implementing institution and the management team present in the countries is an essential component of the programme, indispensable to provide sufficient support and input, and generate a favourable dynamic for the cultural sectors to develop.

Actions supported will have the following characteristics, among others:

- benefit directly PALOP-TL countries and having a regional dimension;

- actively involve partners in at least two PALOP-TL countries. Priority will be given to interventions covering or having partners in three or more PALOP-TL countries;

- ensure equitable geographical repartition of interventions across the PALOP-TL region.

## 5. IMPLEMENTATION

### 5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the six PALOP-TL countries represented by the National Authorising Officer of Mozambique, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

### 5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date where the financing agreement is concluded.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

### 5.3 Implementation of the budget support component

N.A.

### 5.4 Implementation modalities

#### 5.4.1 Indirect management with a Member State agency

Both in indirect and direct management, 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 affecting the respective countries of operation.

This action will be implemented in indirect management with Camões - Instituto da Cooperação e da Língua (Camões I.P.) in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 17 of Regulation (EU) 2015/323.

This implementation entails the following actions:

- Recruit the Programme Management team,

  The programme management team in charge of the management and coordination of programme activities. They will also provide strong content input and added value, through technical support to local operators, networking, liaison with all stakeholders, and diffusion of relevant sectoral information. The Programme Management team will be based in Maputo, Mozambique. As explained above, given the geographical distance and different country situations, previous experiences (PALOP-TL PAIC and ongoing 10th EDF projects) highlighted the need for proximity and regular technical assistance to beneficiaries and to ensure the programme's regional dimension at country level. Without this structure, the previous programme had little impact at national level and no impact at all at regional level. Because of the poor organisation and structure of the cultural sector in the six PALOP-TL countries, country focal points based in four beneficiary countries (Angola, Cabo Verde, Mozambique and Timor-Leste) will be recruited to cover the six countries. They will be essential to foster regional partnerships, ensure the quality of projects selected and provide PALOP-TL cultural operators an even level of information and assistance (which particularly the smaller and more distant countries often lack).

- Provide adequate logistics for the programme team in the six countries, including facilities for the country focal point to work within the premises of a EUNIC member present in the country.

- Camões I.P. will monitor and support selected projects, involving EUNIC members present in the countries where relevant.

This implementation is justified because Camões I.P. responds to the following requirements:

- Experience in managing culture and development programmes in developing countries, in particular in the PALOP-TL region;

- Experience in working with universities and education structures in the region;

- Permanent long term intervention and commitment in development cooperation;

- Physical presence, contacts and experience in the six PALOP-TL countries, in order to respond to the need to have a permanent technical support unit in each country[15].

Camões I.P. will i.a. carry out the following budget-implementation tasks:

- Launching and managing calls for proposals;

- Recruitment of programme staff;

- Produce all relevant reporting documents for the contracting authorities;

- Implement all contracts, disbursements and payments, except for sub-grants, when applicable.

## 5.5    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, subject to the following provisions.

In accordance with Article 22(1)(a) of Annex IV to the ACP-EU Partnership Agreement, the Commission decides that natural and legal persons from the following countries having traditional economic, trade or geographical links with neighbouring partner countries shall be eligible for participating in procurement and grant award procedures: South Africa, Brazil, Australia. The supplies originating there shall also be eligible.

In accordance with Article 20(6) of Annex IV to the ACP-EU Partnership Agreement and with regard to the regional[16] nature of this action, the Commission decides that natural and legal persons from the following countries, territories or regions shall be eligible for participating in procurement and grant award procedures: South Africa, Brazil, Australia. The supplies originating there shall also be eligible.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement, on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

## 5.6     Indicative budget

| | EU contribution (in EUR) | Indicative third party contribution (in EUR) |
|---|---|---|
| **5.4.1 Indirect management with Camões - Instituto da Cooperação e da Língua, out of which (indicative amounts)** | **17 750 000** | **1 200 000** |
| *Output 1: Human resources and technical competences available in the cultural sectors are reinforced and used* | *5 250 000* | |
| *Output 2: Enhanced diffusion and commercialisation of PALOP-TL artistic offer in the music and performing arts sector at national, regional and international level* | *8 700 000* | |
| *Output 3: Enhanced PALOP-TL creation and offer in literature, in particular for children and youth* | *3 400 000* | |
| *Communication and visibility* | *400 000* | |
| **5.9 Evaluation, 5.10 Audit** | **150 000** | |
| **Contingencies** | **100 000** | |
| **Total** | **18 000 000** | **1 200 000** |

Remuneration of Camões I.P. 7% of the eligible costs of the Action is included in this amount.

## 5.7     Organisational set-up and responsibilities

A Steering Committee will be set up with the responsibility to monitor and orientate the programme implementation. It will be composed by one representative of each of the six PALOP-TL National Authorising Officers (NAOs), one representative of each of the six EU Delegations, one representative of Camões I.P., representatives of other EUNIC members where relevant, and the Programme Management. Representatives of the selected projects' beneficiaries can be invited when relevant.

The Steering Committee will meet twice a year, normally by videoconference in order to avoid travel expenses.

It will set the programme general implementation guidelines, according to the programme documents and approve the programme annual report. The contracting authority has to approve recruitment decision concerning the management team.

A monitoring and advisory committee will be created in each country with a view to reinforce sustainability and contribute to create a regional dynamic while fostering a national level identity approach to the cultural sector.

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[16] Pursuant to Article 20(6) of Annex IV to Cotonou Agreement.

The monitoring and advisory committee will include one representative of the Ministry in charge of culture and possibly one representative from the Ministry of Education, one representative of Camões I.P., representatives of EUNIC members where relevant, two representatives of the cultural sector (CSOs, private, institutions), the country focal point, one representative of the respective EU Delegation.

The Committee will meet at least once every quarter. The country focal point will be responsible for the secretariat.

The Committee has no decisional power. It contributes to ensure coherence and technical support, share information within the Committee and with the cultural sector, as well as enhance appropriation by national stakeholders. The committee will allow all relevant stakeholders to be informed and involved in the rogramme implementation process.

The preparation of the Delegation and Grant Agreements, the programme's team recruitment selection process and, to the extent possible, other preparatory activities not involving a budgetary commitment shall be launched before the conclusion of the financing agreement (after EDF Committee approval), and finalised upon the signature of the financing and delegation agreement, to allow an early start of the activities.

## 5.8     Performance 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, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The frequency and format of additional implementation and monitoring reports, working documents/work plans tracking progress and implementation levels will be agreed by the Steering Committee. Performance and results will be measured (through sex and age disaggregated indicators to the extent possible) all along the programme implementation period. The programme team will collect all relevant data to measure results and impact.

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).

## 5.9     Evaluation

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

It will be carried out for learning purposes, in particular with respect to identifying progress in all the programme components, analyse performance and formulate recommendation for the second part of the programme.

The final evaluation will be carried out immediately after the end of the programme, for accountability and learning purposes.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-

up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, two contracts for evaluation services shall be concluded.

## 5.10 Audit

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 audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, one contract for audit services shall be concluded towards the end of the action.

## 5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above. This Communication and Visibility plan must be approved by the Coordination of the PALOP-TL Programme (NAO Mozambique) and the EUD in Mozambique.

The Plan will be elaborated in complementarity with and implemented in coordination with the dedicated team hired by the TCF/Support to the Coordination Programme (formulation ongoing) to implement a global visibility strategy for whole of the PALOP-TL cooperation.

The budget available could be used for contributing the organisation or participation to international events (including music festivals or other employment generating, high visibility culture-related event, etc) contributing to the programme objectives.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted and/or delegated entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

If needed, this programme will establish coordinated activities with the Communication and Visibility Strategy for PALOP-TL Programme.

APPENDIX – Indicative Logframe Matrix (for project modality)

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

| | Intervention logic | Indicators | Baselines (incl. reference year) | Targets (incl. reference year) | Sources and means of verification | Assumptions |
|---|---|---|---|---|---|---|
| **Overall objective: Impact** | OG1 To increase employment and create income generating activities in PALOP-TL countries | 1. Employment to population ratio, by country (disaggregated by sex) | 1. (2017) : Angola 71.3, 73.9 (M), 68.8 (F) CV, 54.2, 64.5 (M), 44 (F) G-B 67.3, 73.7 (M), 61.2 (F) MZ 59, 57.6 (M), 60.4 (F) STP 50.3, 66.1 (M), 35 (F) TL 37.5, 50.8 (M), 23.8 (F) | 1. 1% increase in the employment rate for men and women, by the end of the action, for each country | 1. ILO modelled estimates (ILO's World Employment and Social Outlook reports) | |
| | | 2 GDP per capita, PPP (current international $) by country | 2. (2016): Angola 6,454.1; CV 6 075; G-B: 1,455.8; MZ: 1,192.2; STP 3,218.6; TL 2,399 | 2. GDP per capita increases by the end of the action, for each country | 2. World Bank National Accounts Data | |
| | | 3. Real GDP growth, by country | 3. (2016) Angola -0.7%; CV 3.9% ; G-B 5.8% ; MZ 3.8% ; STP 4.1% ; TL 5.7% | 3. Real GDP growth increases by the end of the action, for each country | 3. World Bank National Accounts Data | |

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|---|---|---|---|---|---|
| **Specific objective(s): Outcome** | OS1<br>Increase employment opportunities and income generation potential of Cultural sectors of activity in the PALOP-TL | 1.Number of jobs created in the cultural sector through the Programme activities over its implementation, per country, (disaggregated by sex and sector of activity) | 1. Methodology to be defined on the first year of the Programme and data collected along its implementation, for each activity implemented | 1. At least 20 new jobs created in the cultural sector in each of the four smaller beneficiary countries and 40 in the two larger countries (Mozambique and Angola) | 1. Statistics collected by the Programme management team. Programme reports. | The political climate in the PALOP-TL countries remains stable and there are no serious security problems. |
| | | 2. Number of people self-employed or having created a business (income generation activities) in the culture sector through the Programme activities over its implementation, (disaggregated by sex and sector of activity) | 2. Methodology to be defined on the first year of the Programme and data collected along its implementation, for each activity implemented | 2. At least 5 sustainable income generation activities created in the cultural sector in each of the four smaller beneficiary countries and 10 in the two larger countries | 2. Statistics collected by the Programme management team. Programme reports. | The economic and financial situation in the PALOP-TL countries remain stable.<br><br>Cultural operators and practitioners in PALOP-TL countries have sufficient management capacity for elaborating and implementing large and efficient projects. |
| | | 3. % of trained people who have a stable employment in the cultural field by the end of the Programme (disaggregated by sex) | 3. Methodology to be defined on the first year of the Programme and data collected along its implementation, for each activity implemented | 3. 80% of cultural practitioners involved in Programme activities have increased their income | 3. Statistics collected by the Programme management team. Financial data provided by beneficiaries. | |

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|---|---|---|---|---|---|---|
| **Outputs** | O1<br>Human resources and technical competences available in the cultural sectors are reinforced and used. | 1.1 Number of Education and training programmes established or reinforced covering the cultural domain supported through this action<br><br>1.2 Total number of people who have benefitted from VET/skills development programmes supported through this action (disaggregated by sex)<br><br>1.3 Total number of students enrolled in training/education programmes supported by the Programme (disaggregated by sex) | | 1.1 4 programmes per country, by the end of the action<br><br>1.2 200 (at least 50% women) by the end of the action<br><br>1.3 150 (at least 50% women) by the end of the action | | Partner cultural institutions remain stable |
| | O2<br>Enhanced diffusion and commercialization of PALOP-TL artistic offer in the music and performing arts sector at national, regional and international level. | 2.1 No. of performances of PALOP-TL artists in music, dance and theatre in international festivals<br><br>2.2 No. of PALOP-TL artists in music, dance and theatre diffused through major electronic platforms.<br><br>2.3 No. of PALOP-TL music, dance and theatre artists supported to participate in tournées abroad (disaggregated by sex and country of origin and destination) | 2.1 ; 2.2 ; 2.3<br>Indicators to be validated and methodology to be defined on the first year of the Programme and data collected along its implementation<br>Base year : 2018 | 2.1 30 PALOP-TL music and performing arts performances in international festivals recorded during the Programme<br><br>2.2 PALOP-TL music diffusion in major platforms increases 20% by the end of the programme<br><br>2.3 30% increase by end of Programme | 2.1 Data collected by the Programme management team. Programme reports.<br><br>2.2 Data collected from major diffusion electronic platforms. Programme reports.<br><br>2.3 Data collected by the Programme management team. Programme reports. | |

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|---|---|---|---|---|---|
| O3<br>Enhanced PALOP-TL creation and offer of literature, in particular for children and youth. | 3.1 Number of PALOP-TL literature works published physically or electronically with the support of this Action (disaggregated by country and author's sex)<br><br>3.2 Number of PALOP-TL literature works diffused in PALOP-TL physically or electronically (disaggregated by author's sex)<br><br>3.3 Indicator on the circulation of PALOP-TL works within the region<br><br>3.4 Indicator on the circulation of PALOP-TL works internationally (out of PALOP-TL region) | 3.3 ; 3.4<br>Indicator and methodology to be defined in the first year of the Programme and data collected along its implementation<br>Base year : 2018 | 3.1 ; 3.2<br>2 works from each of the 6 beneficiary countries<br><br>3.3 20% more PALOP-TL literature works available in PALOP-TL<br><br>3.4 10% more PALOP-TL literature works published and diffused abroad (out of PALOP-TL) | 3.1 ; 3.2 ; 3.3 ; 3.4<br>Data collected by the Programme management team. Programme reports. | |