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## THIS ACTION IS FUNDED BY THE EUROPEAN UNION

### ANNEX

of the Commission Implementing Decision on the financing of the support measure (Cooperation Facility) for Bolivia, Colombia, Ecuador, Paraguay and Peru for 2022

### Action Document - Support Measures (Cooperation Facility) Bolivia, Colombia, Ecuador, Paraguay, Peru

#### ANNUAL MEASURE

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

#### 1. SYNOPSIS

##### 1.2. Action Summary Table

<b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	Support measures (Cooperation Facility) for Bolivia, Colombia, Ecuador, Paraguay and Peru.  Commission Decisions: Cris number 2021 / 043-619; OPSYS reference ACT-60669  Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Bolivia, Colombia, Ecuador, Paraguay and Peru
<b>4. Programming document</b>	Multiannual Indicative Programme 2021-2027 for Bolivia Multiannual Indicative Programme 2021-2027 for Colombia Multiannual Indicative Programme 2021-2027 for Ecuador Multiannual Indicative Programme 2021-2027 for Paraguay Multiannual Indicative Programme 2021-2027 for Peru
<b>5. Link with relevant MIP(s) objectives/expected results</b>	MIP Bolivia, Colombia, Ecuador, Paraguay and Peru  Objectives: <b>Implementation of the MIPs:</b> Strengthen the capacities of EU Delegation and key stakeholders in designing and implementing key public policies. <b>Policy dialogues with governments:</b> organisation of seminars, meetings, events and specific thematic studies. <b>Strategic communication:</b> Improve the strategic communication in relation to EU partnerships, increase coherence and synergies among different EU

	<p>cooperation activities, support coordination with the Team Europe Initiatives (TEIs) in Bolivia, Colombia, Ecuador, Paraguay and Peru, and roll-out of Global Gateway.</p> <p><b>Public diplomacy:</b> support long-term initiatives with key stakeholders, including the cultural sector, academia, youth networks, and civil society.</p>			
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>				
<b>6. Priority Area(s), sectors</b>	Not applicable			
<b>7. Sustainable Development Goals (SDGs)</b>	<p>Main SDG 17 partnerships for the goals</p> <p>Other significant SDGs:</p> <p>SDG 5 on gender equality,</p> <p>SDG 8 on decent work and economic growth,</p> <p>SDG 10 on reduced inequalities,</p> <p>SDG 16 on public institutions</p> <p>SDGs 4, 13, 15 are also relevant as support measure are expected to interact on thematic issue like education, biodiversity or climate.</p>			
<b>8 a) DAC code(s)</b>	43010 - Multisector (100%)			
<b>8 b) Main Delivery Channel @</b>	<p>10000 Public sector institutions</p> <p>20000 Non-governmental institutions and civil society</p> <p>40000 Other multilateral institutions</p> <p>60000 Private sector institutions</p>			
<b>9. Targets</b>	<p><input checked="" type="checkbox"/> Migration</p> <p><input checked="" type="checkbox"/> Climate</p> <p><input checked="" type="checkbox"/> Social inclusion and Human Development</p> <p><input checked="" type="checkbox"/> Gender</p> <p><input checked="" type="checkbox"/> Biodiversity</p> <p><input type="checkbox"/> Education</p> <p><input checked="" type="checkbox"/> Human Rights, Democracy and Governance</p>			
<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 checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Disaster Risk Reduction @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input type="checkbox"/>	<input checked="" 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 @ Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <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"/>
	Connectivity @ Tags: transport people2people energy digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line(s) (article, item): BGUE-B2022-14.020140-C1-INTPA Total estimated cost: EUR 10,000,000 Total amount of EU budget contribution EUR 10,000,000			

<b>MANAGEMENT AND IMPLEMENTATION</b>	
<b>13. Type of financing<sup>1</sup></b>	<b>Direct management</b> through <ul style="list-style-type: none"> <li>• Grants</li> <li>• Procurement</li> </ul>
<b>14. Type of Measure</b>	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of Civil Society

### 1.3. Summary of the Action

The EU has designed Multi-Annual Indicative Programmes (MIPs) for five South American countries (Bolivia, Colombia, Ecuador, Paraguay and Peru) as part of the EU’s overall strategic objectives for its external action, as laid out by the European Commission (2019-2024)<sup>2</sup> and the Global Strategy for the EU’s Foreign and Security Policy. In a global and regional context marked by recovery from the COVID-19 pandemic, the MIPs are part of the EU’s global efforts to build back better, contributing to advancing a green, digital and sustainable international economic recovery as well as the Union’s resilience and strategic autonomy. They seek to reduce inequalities, building more prosperous, inclusive and sustainable societies, particularly for women and young people, and promoting human rights, democracy, peace, security and stability. The country MIPs also contribute to strategic Team Europe Initiatives (TEIs) designed together with Member States.

All five MIPs contain the provision for support measures that aim to support the different steps of the project cycle: a) studies, meetings, information, awareness-raising, training, preparation and exchange of lessons learnt and best practices, publication activities and any other administrative or technical assistance expenditure necessary for the programming and management of actions, including remunerated external experts; (b) research and innovation activities and studies on relevant issues and the dissemination thereof; (c) expenditure related to the provision of information and communication actions, including the development of communication strategies and corporate communication and visibility of the political priorities of the Union (Art. 24(2) REGULATION (EU) 2021/947 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, NDICI).

The overall budget for this Action is EUR 10 million. Each country will have available EUR 2 million, to be implemented by the respective EU Delegations through direct modalities.

## 2. RATIONALE

### 2.1. Context

The Latin America and Caribbean (LAC) region has been among the hardest hit by COVID-19; the economy contracted by 6.8% in 2020, leading to a rise in unemployment (+9%), poverty (at 33.7%) and inequality (+2%). Women, youth, the poorest and most vulnerable groups are taking the brunt of the impact. The pandemic also worsened an already fragile political scenario, with deepening polarisation, weakened democratic institutions and continued social unrest in many countries. The crisis in Venezuela continued to affect regional dynamics, with

<sup>1</sup> Art. 27 NDICI

<sup>2</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024_en)

migration flows to neighbouring countries. Stimulating investments and creating employment, especially in environmentally sustainable sectors, is key to a transformative and inclusive recovery. Both the EU and the LAC region have recognised that the economic recovery from the pandemic will only be sustainable if it addresses the global challenges of climate change and biodiversity losses and moves towards the circular economy.

## 2.2. Problem Analysis

### **Problem analysis**

In Delegations, staff assigned to the implementation of cooperation related activities is kept occupied by day to day management of programme portfolios. The capacity to carry out additional tasks, including studies or formulation exercises, is limited. In addition, the Delegations do not always possess sufficient in-house expertise on some specific topics and instruments (EFSD+ for example). Likewise, Cooperation staff's knowledge and time to ensure proper communication and visibility of actions is limited. Finally, with the new Team Europe approach, Delegations are compelled to work even closer with Member States and European Financing Institutions.

The proposed Support Measures (Cooperation Facility) aim to facilitate capacity building and policy dialogue with the five countries concerned, enhancing EU opportunities to stimulate policy reforms and promote the external projection of EU internal policies as well as international standards. It will provide inter alia short-term technical assistance linked to the identification, formulation, monitoring and evaluation activities necessary to the efficient implementation of the country and regional programmes and possible short-term actions to accompany policy dialogues.

This Action includes the provision of resources aiming at activities such as: organising seminars, meetings, events, and training sessions; undertaking thematic studies and publications; exchanging and gathering information; developing online networks; as well as strategic communication and visibility actions, including large scale public campaigns, in order to achieve the results and impact of the continental strategy as a whole. The support measures will optimise the effectiveness and efficiency of EU interventions in South America, contributing to mitigate the risks and draw lessons from the EU's previous experience of cooperation.

### **Stakeholders**

State institutions are the primary stakeholders. The 5 South America countries are involved in challenging reform processes; public administration is characterised by a high rotation of staff, including high-ranking officials and ministers, which slows down reform processes and the effective implementation of public policies. Building capacities at local level (regional, departmental, municipal entities), enforcing public sector accountability, ensuring a higher level of transparency and a better integration of civil society in policy dialogue are key to enhancing the public sector.

Decentralised and sub-national institutions and civil society organisations related to the targeted sectors are key stakeholders, especially in those sectors where policy is implemented mainly at decentralised levels. Civil society coordination mechanisms at sector level, rural development councils at departmental and municipal level, and the network of local economic development agencies will play a central role in order to promote capacity development and accountability.

Additional stakeholders are Universities and other academic institutions, Ombudsman, Corporative association and private sector.

### Summary of MIPs

<b>BOLIVIA</b>
<b>Priority area 1: Environment, Climate Change and Inclusive Economic Development</b>
Sector 1- Protection, governance and sustainable management of natural resources; water and sanitation coverage and on the promotion of solid waste management
Sector 2 - Promote adaptation measures as related to water storage and wastewater treatment
Sector 3 – Support to the “integral development with coca” sector, expanding to other environmentally sensitive areas.
<b>Priority area 2: Governance and Human Rights</b>
Sector 1- reinstating governance and the rule of law, promoting human rights - support to the institutional stability, constitutional order and safeguard human rights.
Sector 2 - combatting corruption and illicit traffic

<b>COLOMBIA</b>
<b>Priority area 1: Peace</b>
Sector 1- Contribute to a stable and sustainable peace in the territories, with a particular emphasis on the implementation of the Peace Agreement.
Sector 2 - Address inequalities as root causes of violence and poverty, including through increased focus on technical and vocational education and training, which is crucial for decent employment, particularly for supporting youth, reintegration and rural development.
<b>Priority area 2: Environment</b>
Sector 1- Contribute to the sustainable use of biodiversity as a way to generate prosperity and inclusion for vulnerable rural communities
Sector 2 - Support the transition to sustainable food systems and fair supply chains
Sector 3 - Contribute to strengthening green growth policies, with an inclusion and social justice approach

<b>ECUADOR</b>
<b>Priority area 1: Support to sustainable trade and investments</b>
Sector 1 - The promotion of trade and investments will support the country to maintain a balance of payments surplus that will allow the necessary inflow of currency to support the dollarization of the economy and guarantee the necessary economic stability.
<b>Priority area 2: Enhance green innovation and productivity</b>
Sector 1 - as integral part of climate change response the action will increase the share of production with high technological intensity and incorporated value added, strengthening

productivity in both basic products and those with potential to export, and contributing to economic sustainability and the sustainable management of natural resources.

**Priority area 3: Good governance**

Sector 1 - will facilitate effective implementation of social policies and access to better-quality basic services, improving social cohesion, inclusiveness and ultimately internal political stability.

**PARAGUAY**

**Priority Area 1: Green and Resilient Economy** (43% of the envelope) to contribute to sustainable development through actions that make Paraguayan economy and society more resilient.

Sector 1: biodiversity preservation and restoration, fight against deforestation and sustainable forest management

Sector 2: sustainable production and support to sustainable value chains.

**Priority area 2: Fight against Inequalities** (51% of the envelope), which have been further aggravated by COVID-19 health and socio-economic consequences and constitute a major obstacle to inclusive development as well as a possible threat for social, economic and political stability.

Sector 1 - inclusive education

Sector 2 - labour integration/social protection

Sector 3 - gender equality and non-discrimination

**PERU**

**Priority Area 1: Circular transition: promote the transition to a green and inclusive economy**

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

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

**Priority Area 2: Human development and social inclusion**

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

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

**Priority Area 3: Governance and rule of law**

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

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

### 3. DESCRIPTION OF THE ACTION

#### 3.1. Objectives and Expected Outputs

The overall objective of the Cooperation Facility is to contribute to a better-coordinated and more effective execution of EU partnerships, enhancing the impact of the interventions in eradicating extreme poverty, in the framework of the SDGs.

The specific objective are:

- (1) Support the governments of Bolivia, Colombia, Ecuador, Paraguay and Peru as well as other main stakeholders in ensuring more effective and efficient implementation of actions and policies, in particular those prioritised by the MIPs 2021-2027 and in the corresponding TEIS, and to improve synergies and coherence with other EU actions.
- (2) Improve the quality and the recognition of EU partnerships in support to Bolivia, Colombia, Ecuador, Paraguay and Peru.
- (3) Raise public awareness, understanding and support for the EU's partnerships in the countries, as well as building, strengthening and connecting stakeholder networks.
- (4) Improved policy dialogue and public diplomacy towards a better understanding of the EU and its partnership with Bolivia, Colombia, Ecuador, Paraguay and Peru.

The Support measures aims at achieving the following outputs:

Output 1: **Implementation of the MIP:** Strengthen the capacities of EU Delegation and key stakeholders in designing and implementing key public policies.

Output 2: **Policy dialogues with governments:** organisation of seminars, meetings, events and specific thematic studies.

Output 3: **Strategic communication:** Improve the strategic communication in relation to EU partnerships, including through the roll out of Global Gateway, increase coherence and synergies among different EU cooperation activities, support coordination with the TEIs in Bolivia, Colombia, Ecuador, Paraguay and Peru

Output 4: **Public diplomacy:** support long-term initiatives with key stakeholders, including the cultural sector, academia, youth networks, and civil society.

#### 3.2. Indicative Activities

- Indicative activities for output 1: *Implementation of the MIP: Strengthen the capacities of EU Delegation and key stakeholders in designing and implementing key public policies.*
  - Short term Technical Assistance (TA) to support the design and implementation of EU cooperation activities in Bolivia, Colombia, Ecuador, Paraguay and Peru.
  - Short-term TA and training activities to support the design and implementation of national/regional strategies in areas of interest including on links with humanitarian (including but not limited to DG ECHO) and peace actors (i.e. Triple Nexus, Humanitarian-Development-Peace Nexus or HDP nexus).
  - Short term TA to possibly support the coordination and implementation of EU programmes that are part of Team Europe Initiatives.

- Preparation of events, meetings, seminars, exchange programmes, field mission and external visits
- Indicative activity for output 2: *Policy dialogues with governments: organisation of seminars, meetings, events and specific thematic studies.*
  - Studies and research to inform the policy dialogues and strengthen evidence-based result-oriented discussions and national policies implementation in areas of common interest.
  - Facilitation of policy dialogues and coordination (involving central government, sub-national entities, non-state actors and international cooperation partners on key priorities) in areas of interest to strengthen compliance and implementation of strategies and policy frameworks
- Indicative activities for output 3: *Strategic communication in relation to EU partnerships, increase coherence and synergies among different EU cooperation activities, support coordination with the Team Europe Initiatives (TEIs) in Bolivia, Colombia, Ecuador, Paraguay and Peru*
  - Coordination and implementation of all strategic communication actions in the priority areas of the MIPs 2021-2027, including roll out of Global Gateway
  - Design and implement strategic communication activities designed to raise public awareness, understanding and support for the EU’s values, priorities and impact in the country, in accordance with the country-level strategic plans.
- Indicative activities for output 4: *Public diplomacy: support long-term initiatives with key stakeholders, including the cultural sector, academia, youth networks, and civil society.*
  - Fostering, maintaining and connecting networks and communities
  - Design public diplomacy activities to promote targeted audiences understanding and awareness of the Union’s values and interests.

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

### 3.3. Mainstreaming

The MIPs for Bolivia, Colombia, Ecuador, Paraguay and Peru emphasise cross-cutting issues, mainly gender, climate change, environmental sustainability, good governance and human rights. However, a support measures facility is better placed to mainstream crosscutting issues relevant to the different sector interventions and add coherence and consistency to the MIPs. The “Cooperation Facility for implementation of MIP 2021-27” will address the demand for technical assistance in the areas where additional support will be needed.

One area that will receive particular attention is the Green Deal/Climate Change area as it is a key priority focus in many MIPs and will need to be translated into implementation and ensure alignment with relevant national plans and strategies (NDC, biodiversity action plan, circular

economy, etc.). The cooperation facility will support the identification and formulation of “green” actions foreseen in MIPs of Bolivia, Colombia, Ecuador Paraguay and Peru.

Gender equality is one the key priorities of the facility. Support Measures (Cooperation Facility) will specifically, advocate and reinforce the implementation of gender aspects in the sector policies.

Conflict sensitivity, peace and resilience are themes that will be part of this Action that will contribute improving the adaptive capacity and resilience of the region, including to address new challenges, such as the consequences of the Russian invasion of Ukraine.

The issue of migration will also be mainstreamed as countries covered in this AD are directly affected by the Venezuelan migratory crisis and host millions of migrants and forcibly displaced persons, who are often in situations of vulnerability, particularly women and children.

### 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>
Planning, process and systems	Delays in the implementation of cooperation programmes due to natural disasters, diseases i.e. COVID	<b>M</b>	<b>H</b>	Mitigation measures similar to those adopted in 2020 and 2021 (teleworking and virtual conferences, use of technologies that would guaranty continuity) with an increase of use of experts working remotely.
People and the organisation	Changes in political priorities and the turnover of public servants following regional / local / presidential / parliamentary elections may have a negative impact on the implementation of MIPs that involve public reforms.	<b>M</b>	<b>M</b>	Reinforce dialogue with political parties and civil society to upgrade social inclusion and good governance as a long-term State policy. Capacity building actions at both central and sub-national level to reinforce the public administration.
Planning, process and systems	Activities under the Action overlap with or duplicates existing EU support.	<b>L</b>	<b>M</b>	Regular meetings of a Coordination Committee of the Action with EEAS, Commission DGs and services
<b>Lessons learnt:</b>				
Under previous programmes, support measures have:				
<ul style="list-style-type: none"> <li>• Improved the capacities of staff working in the line ministries and other institutions;</li> <li>• Facilitated the coordination of activities with stakeholders;</li> </ul>				

- Supported studies that addressed cross cutting issues into the country’s development planning, and specially the mainstreaming of gender issues;
- Integrated gender approaches in the government policies;
- Supported the launching of a sound dialogue with Ministers of Finance in order to achieve a more efficient and effective management of public resources;
- Improved the coordination and exchange of information amongst international cooperation donors;
- Ensured the mapping of EU cooperation projects in Bolivia, Colombia, Ecuador, Paraguay and Peru based on an EU cooperation website, offering technical information on each one of the project;
- Increased the EU space in the media, higher visibility and a shift from communicating what the EU does to communicating what the EU stands for.

Taking into account the positive results of the different activities implemented under past support measures, this new Action follows a similar intervention logic, taking into account the specific priority areas outlined in the MIPs. However, in order to improve the engagement of the EU Delegations, some innovations at thematic and operational level are proposed:

#### At thematic level

- New priorities areas of support will be included, such as
  - (1) the improvement of business climate;
  - (2) sustainable economic growth;
  - (3) priorities outlined in country MIPs;
  - (4) effective implementation of TEIs;
  - (5) strategic communication;
  - (6) public diplomacy

#### At operational level

- Delegations will engage with governments and international organisations such as the Organisation for Economic Cooperation and Development (OECD), the International Monetary Fund (IMF) or World Bank (WB) to implement joint strategic initiatives, especially those related to the challenges of “development in transition”;
- Delegations will contract TA in specific areas of expertise, relevant to the partnerships envisaged;
- Delegations will contract services in lines with the “value for money” principles and monitor the deliverables of service providers.

### 3.5. The Intervention Logic

The Facility proposed is conceived as a flexible instrument, structured along the different pillars of the MIPs 2021-27 of the five South America countries and the TEIs designed with Member States. The actions will respond to needs and priorities.

Local ownership will always be prioritised when setting the annual working plans. All the activities will be coordinated with stakeholders.

The Support Measures (Cooperation Facility) will assist the EU Delegations and government in the design and implementation of public policies and to support strategic communication

activities to raise public awareness and visibility. The measures will facilitate strategic technical support and capacity building in order to achieve the results and impact of the EU cooperation programme as a whole. They will provide thematic and feasibility studies, impact and peer assessments, support to public policies formulation, opportunities for knowledge sharing and capacity building, support to aid efficiency initiatives such as donor coordination, but also they will respond swiftly to requests for technical advice on important policy matters. The intervention logic is sufficiently flexible to address needs arising during the implementation period of the MIPs 2021-27.

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	To contribute to a better-coordinated and more effective execution of EU cooperation, enhancing the impact of the interventions in eradicating extreme poverty, in the framework of the SDGs.	% of project and programme evaluations for the MIP 2021-2027 having a positive assessment at outcomes level		80% of the evaluations show a positive assessment at outcomes level for the projects financed by the MIP 2021-2027	Projects reports evaluations	<i>Not applicable</i>
<b>Outcome 1</b>	Advised and assisted Bolivian, Colombian, Ecuadorian, Paraguayan and Peruvian governments and other main stakeholders on a more effective and efficient implementation of actions (including TEIs) and policies.	Implementation of MIPs 2021- 2027 and corresponding TEIs	0 EUR Committed by 31/12/2021	EUR $\Sigma$ MIPs 21-24 Committed by 31/12/2027	COM financial tools (CRIS, OPSYS)	The Governments continues having interest in the EU support and ensures ownership and counterpart in the EU cooperation programmes. Member States allocate the necessary to the identified TEIs.
<b>Outcome 2</b>	Improved EU technical and financial support to Bolivia, Colombia, Ecuador, Paraguay and Peru in terms of quality and recognition.	EU cooperation registers an improvement in the OECD peer review reports. Knowledge of EU values and work in the country increased among main stakeholders	OECD report 2021	OECD report 2027	OECD	EU Cooperation to 5 LA countries will continue after 2027, in a similar form and with a similar amount of resources as in the previous cycle
<b>Outcome 3</b>	Increased public awareness, understanding and support for the EU's partnership with, and priorities in, the country	EU awareness, brand recognition and approval rates among target public	Baseline survey	tbc	Opinion Survey 2027	
<b>Outcome 4</b>	Improved public diplomacy towards a better understanding of the EU and its partnership	Number of public diplomacy activities	Public diplomacy activities in	Tbc	COM report	

	with Bolivia, Colombia, Ecuador, Paraguay and Peru.	promoting the EU's values	previous planning phase			
<b>Output 1</b>	Implementation of the MIP in Bolivia, Colombia, Ecuador, Paraguay and Peru.	Effective implementation of public policy reforms (e.g. OECD Public Governance Review, PEFA)	recommendation implemented in 2020-21	the main recommendations (tbd, related to the priorities of MIP 2021-2027) implemented by end of this action	COM reports	The democratic governance and the political willingness to adhere to the OECD governance policies and standards continues in target countries.
<b>Output 2</b>	Policy dialogues with governments	Number of CSO staff trained in the area of interest of MIPs 2021-27	Evaluation MIP 2014-2021	35% increase	COM Programme reports	Government institution and Civil servants are actively participating to EU cooperation programme
<b>Output 3</b>	Strategic communication activities implemented, reaching new audiences	1.3.1 Reach 1.3.2 Engagement 1.3.3 Follower growth 1.3.4 Click through rate 1.3.5 Positive perception <sup>3</sup>	To be determined by baseline survey	tbd according to baseline survey	COM reports and baseline & end of action surveys	Progress, mid-terms and final report of the strategic communication contract
<b>Output 4</b>	Public Diplomacy	Raising, maintaining and connecting networks and communities	Public Diplomacy strategic plan, to be developed.	Tbd	COM reports	Stakeholders participate actively in networks

<sup>3</sup> On communication activities, detailed indicators and targets will be determined according to the strategic plan to be developed in each country.

## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1. Financing Agreement

In order to implement this action, **it is not envisaged to conclude a financing agreement.**

### 4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is **60 months** from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

### 4.3. 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>4</sup>.

#### 4.4.1 Direct Management (Grants)

##### **Grants:**

##### (1) EU Delegation to **Ecuador**

##### (a) **Purpose of the grant(s)**

The grant(s) will contribute to achieve:

- the specific objective 1: *“Support the **Ecuadorian** government and other main stakeholders in ensuring more effective and efficient implementation of actions and policies, in particular those prioritised by MIP 2021-2027 and in the corresponding TEIS, and to improve synergies and coherence with other EU actions”* and more specifically on the area of digitalisation;
- The activities to be funded with the grant are related to cybersecurity. Given the sensitiveness of this area of work these activities require a special technical competence with high degree of specialisation involving TAs that have matured specific competence.

##### (b) **Type of applicants targeted**

- EU Member States, in the case of twinning grants (eventually, but not only, through the TAIEX programme);
- Local authorities and/or public bodies representing local authorities which in light of their technical competences and/or capacities and/or experience can support the cooperation priorities and/or contribute to the design and implementation of EU action undertaken in Ecuador.

<sup>4</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.

**(c) Justification of a direct grant**

Under the responsibility of the Commission's authorising officer responsible, the grants may be awarded without a call for proposals to one or more grant beneficiaries, in application of article 195 f) of the Financial Regulation, if the action has specific characteristics requiring a specific type of beneficiary for its technical competence, specialisation or administrative power by nature.

Bi-regional organisations, local authorities and/or public bodies representing local authorities and/or services of the EU commission and/or EU Member States (in case of twinning grants) will be selected in this case using the following criteria:

- specific technical competences;
- and/or capacity(ies);
- and/or experience

apt to support the policy dialogue, the cooperation priorities and/or contribute to the design, implementation, monitoring of EU actions undertaken in Ecuador.

**(2) EU Delegation to Bolivia**

**(a) Purpose of the grant(s)**

The grant(s) will contribute to achieve:

- the specific objective 1: *"Support the **Bolivian** government and other main stakeholders in ensuring more effective and efficient implementation of actions and policies, in particular those prioritised by MIP 2021-2027 and in the corresponding TEIS, and to improve synergies and coherence with other EU actions"* and more specifically on the area of environment and water and sanitation;
- the specific objective 4: "Improved public diplomacy towards a better understanding of the EU and its partnership with Bolivia " and more specifically output 3 (Strategic communication activities implemented, reaching new audiences) and 4 (Raising, maintaining and connecting networks and communities);
- The activities to be funded with the grant are related to programmes that are on-going or have recently terminated. Given the importance for EU on the continuity of the action these activities require a special technical competence with high degree of specialisation involving TAs that have matured specific competence.

**(b) Type of applicants targeted**

- EU Member States, in the case of twinning grants (eventually, but not only, through the TAIEX programme);
- Local authorities and/or public bodies representing local authorities which in light of their technical competences and/or capacities and/or experience can support the cooperation priorities and/or contribute to the design and implementation of EU action undertaken in Bolivia.

**(c) Justification of a direct grant**

Under the responsibility of the Commission's authorising officer responsible, the grants may be awarded without a call for proposals to one or more grant beneficiaries, in application of article 195 f) of the Financial Regulation, if the action has specific characteristics requiring

a specific type of beneficiary for its technical competence, specialisation or administrative power by nature.

Bi-regional organisations, local authorities and/or public bodies representing local authorities and/or services of the EU commission and/or EU Member States (in case of twinning grants) will be selected in this case using the following criteria:

- specific technical competences;
- and/or capacity(ies);
- and/or experience

apt to support the policy dialogue, the cooperation priorities and/or contribute to the design and implementation of EU actions undertaken in Bolivia.

#### 4.4.2 Direct Management (Grants with call for proposal)

##### **Grants to specific objectives 1, 2, 3 and 4**

###### **(a) Purpose of the grant(s)**

The grant(s) will contribute to achieve specific objective 1,2,3 and 4 where not covered by grants under above Chapter 4.4.1

###### **(b) Type of applicants targeted**

- EU Member States, in the case of twinning grants (eventually, but not only, through the TAIEX programme);
- Local authorities and/or public bodies representing local authorities, international organisations, NGOs, economic operators such as SMEs which in light of their technical competences and/or capacities and/or experience can support the policy dialogue, the cooperation priorities and/or contribute to the design and implementation of EU actions undertaken in Bolivia, Colombia, Ecuador, Paraguay and Peru.

#### 4.4.3 Direct Management (Prize(s)) – NOT APPLICABLE

#### 4.4.4 Direct Management (Procurement)

The action in its specific objectives and expected outcomes indicated below will be implemented through one or more service contracts signed and managed by the European Union as contracting authority as per below:

1. Support the four specific objectives as identified in this Support Measure cooperation facility in Bolivia, Colombia, Ecuador, Paraguay and Peru.

##### *Outputs:*

- 1: implementation of the MIP
- 2: policy dialogues with governments
- 3: strategic communication
- 4: public diplomacy

Outputs	Indicative type (works, supplies, services)	Indicative trimester of launch of the procedure (indicative calendar)
<b>Objectives 1,2,3 and 4:</b>		
<b>Output 1</b> : implementation of the MIP	service	Q1 to Q4/2022
<b>Output 2</b> : policy dialogues with governments	service	Q1 to Q4/2022
<b>Output 3</b> : strategic communication	service	Q1 to Q4/2022
<b>Output 4</b> : public diplomacy	Service	Q1 to Q4/2022

#### 4.4.5 Other actions or expenditure

In case some or all activities or outputs foreseen under point 4.4.4. cannot be implemented through procurement due to unforeseen circumstances, they may be covered, as a fall-back option, by any administrative arrangement with Commission general directorates, services or agencies, e.g. with the Joint Research Centre (JRC) that may provide scientific and technical support for geospatial monitoring for the traceability.

#### 4.4.6 Changes from direct to indirect management mode due to exceptional circumstances.

If the implementation modalities in direct management cannot be implemented due to circumstances outside of Commission's control, alternative implementation modalities in indirect management might be considered and notably, to entities offering similar technical competences, and/or capacities and/or experience to those of the entities originally foreseen in direct management.

#### 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 subject to the following provisions.

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

#### 4.6. Indicative Budget

Budget components	EU contribution
<b>Implementation modalities</b>	
Direct management	
<b>Grants</b> – total envelope under section 4.4.1	<b>1,000,000</b>

Ecuador – Output 1	200,000
Bolivia – Output 1 – 3	800,000
<b>Procurement</b> – total envelope under section 4.4.3	<b>9,000,000</b>
<b>Total Euro</b>	<b>10,000,000</b>

#### 4.7. Organisational Set-up and Responsibilities

All the contracts will be managed by the concerned Delegation in direct management. Government counterparts, civil society. Local authorities and Member States will be consulted and involved according to the nature and objective of the evaluation/study/formulation. In the case of the communication and visibility contract, it will be managed by the Cooperation section in close cooperation with the Political section of the Delegation.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

### 5. PERFORMANCE MEASUREMENT

#### 5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this Action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the log frame matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

#### 5.2. Evaluation

Having regard to the nature of the Action, it is not foreseen to carry out evaluations for this action. However, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner, in particular for learning purposes with respect to components (contracts) of this action related to technical assistance. Indicatively, one contract for evaluation services could be concluded under a framework contract.

The Commission shall inform the implementing partner at least 1 month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports 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.

### 5.3. Audit and Verifications

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

## 6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle adopts a new approach to pooling, programming and deploying strategic communication and public diplomacy resources. Regional and global strategic communication and public diplomacy funds will be managed by the INTPA central services.

At country level, action documents for specific sector programmes are no longer required to include a provision for communication actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

To that end, Delegations will first develop short strategic communication and public diplomacy plans that reflect the objectives of the Delegation as a whole in this domain, initially covering the period up to the Mid-Term Review (MTR). The plans will be endorsed by a coordination mechanism comprised of the EEAS, DG INTPA, DG NEAR and FPI, and will be reviewed, modified and extended as appropriate as part of the MTR process. The strategic plan will include key administrative information (timeline, budget and the programme manager responsible for implementation) and cover the following:

1. Audiences targeted
2. For each group targeted, the principal communication objective, couched in terms of measurable outcomes
3. The core narrative, formulated in terms not of what we do in the country concerned, but why we do it
4. Preliminary suggestions for content (messages, straplines, hashtags), partnerships (influencers) and channels

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