



Brussels, 15.12.2021
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COMMISSION IMPLEMENTING DECISION

of 15.12.2021

**on the financing of the individual measure for EU foreign policy needs on connectivity,
public diplomacy, support to policy dialogues and engagement for 2021**

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on the financing of the individual measure for EU foreign policy needs on connectivity, public diplomacy, support to policy dialogues and engagement for 2021

THE EUROPEAN COMMISSION,

Having regard to the Treaty on the Functioning of the European Union,

Having regard to Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012¹, and in particular Article 110 thereof,

Having regard to Regulation (EU) No 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, amending and repealing Decision No 466/2014/EU and repealing Regulation (EU) 2017/1601 and Council Regulation (EC, Euratom) No 480/2009², and in particular Article 23(5) thereof,

Whereas:

- (1) In order to ensure the implementation of the measure ‘EU foreign policy needs on connectivity, public diplomacy, support to policy dialogues and engagement’, it is necessary to adopt an annual financing decision, which constitutes the annual work programme, for 2021. Article 110 of Regulation (EU, Euratom) 2018/1046 (‘the Financial Regulation’) establishes detailed rules on financing decisions.
- (2) The envisaged assistance is to comply with the conditions and procedures set out by the restrictive measures adopted pursuant to Article 215 TFEU³.
- (3) The objectives pursued by the measure to be financed under the Regulation (EU) 2021/947 are to enable early action by the EU to address short and medium-term foreign policy needs and opportunities, by supporting innovative policies/initiatives and by deepening EU relations and dialogues, forging alliances and partnerships.
- (4) The individual measure aims to implement a rapid response action, pursuant to Article 23 (5) of Regulation (EU) No 2021/947, enabling the Union to act where there is an urgent or imperative foreign policy interest, or a window of opportunity to achieve its objectives, requiring a rapid reaction and which are difficult to address by other means.

¹ OJ L 193, 30.7.2018, p.1.

² OJ L 209, 14.6.2021, p.1.

³ www.sanctionsmap.eu. 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, the OJ prevails.

- (5) The action entitled ‘EU foreign policy needs on connectivity, public diplomacy, support to policy dialogues and engagement’ aims to enable the EU to address short and medium-term foreign policy needs and opportunities in Australia, Brunei Darussalam, Japan and New Zealand, by supporting innovative policies/initiatives and by deepening EU relations and dialogues, forging alliances and partnerships, in the fields of connectivity, public diplomacy, support to policy dialogues and engagement.
- (6) It is necessary to allow for the payment of interest due for late payment on the basis of Article 116(5) of the Financial Regulation.
- (7) In order to allow for flexibility in the implementation of the measure, it is appropriate to allow changes which should not be considered substantial for the purposes of Article 110(5) of the Financial Regulation.
- (8) The measure provided for in this Decision does not fall within the categories of measures for which the prior opinion of the Committee established under Article 45 of Regulation (EU) 2021/947 is required. The European Parliament and the Committee should be informed of this Decision within one month following its adoption,

HAS DECIDED AS FOLLOWS:

Article 1
The measure

The annual financing decision, constituting the annual measure for the implementation of the ‘EU foreign policy needs on connectivity, public diplomacy, support to policy dialogues and engagement’, as set out in the Annex, is adopted.

Article 2
Union contribution

The maximum Union contribution for the implementation of the measure for 2021 is set at EUR 4 300 000, and shall be financed from the appropriations entered in the budget line 14 02 03 30 – Foreign Policy Needs of the general budget of the Union.

The appropriations provided for in the first paragraph may also cover interest due for late payment.

Article 3
Flexibility clause

Increases or decreases of up to EUR 10 000 000 and not exceeding 20% of the contribution set in the first paragraph of Article 2, or cumulated changes to the allocations of specific actions not exceeding 20% of that contribution, as well as extensions of the implementation period shall not be considered substantial for the purposes of Article 110(5) of the Financial Regulation provided that these changes do not significantly affect the nature and objectives of the actions.

The authorising officer responsible may apply the changes referred to in the first paragraph. Those changes shall be applied in accordance with the principles of sound financial management and proportionality.

Done at Brussels, 15.12.2021

For the Commission
Josep BORRELL FONTELLES
Vice-President

EN ANNEX

to the Commission Implementing Decision on the financing of the individual measure for EU foreign policy needs on connectivity, public diplomacy, support to policy dialogues and engagement for 2021

ACTION DOCUMENT

MEASURE

This document constitutes the work programme in the sense of Article 110(2) of the Financial Regulation, and measures in the sense of Article 23(5) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

1. Title	‘EU foreign policy needs on connectivity, public diplomacy, support to policy dialogues and engagement’			
Basic Act	Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)/ Overseas Association Decision/European Instrument for International Nuclear Safety Cooperation Regulation			
2. Team Europe Initiative	No			
3. Zone benefiting from the action	The action shall be carried out in Australia, Brunei Darussalam, Japan and New Zealand			
4. Programming document	N/A			
5. Link with relevant MIP(s) objectives /expected results	N/A			
PRIORITY AREAS AND SECTOR INFORMATION				
6. Priority Area(s), sectors	Multisector			
7. Sustainable Development Goals (SDGs)	Main SDG: SDG 17: Partnerships to achieve the Goal			
8 a) DAC code(s)	43010 - Multisector aid			
8 b) Main Delivery Channel @	60000 - Private sector institution			
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @ Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<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"/>	<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 type="checkbox"/> <input 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"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): 14 02 03 30 Total estimated cost: EUR 4 300 000 Total amount of EU budget contribution EUR 4 300 000			
MANAGEMENT AND IMPLEMENTATION				

13. Type of financing¹	Direct management through procurement
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1.2. Summary of the Action

This action aims to enable the EU to address short and medium-term foreign policy needs and opportunities in Australia, Brunei Darussalam, Japan and New Zealand, by supporting innovative policies/initiatives and by deepening EU relations and dialogues, forging alliances and partnerships, in the fields of connectivity, public diplomacy, support to policy dialogues and engagement.

2. RATIONALE

2.1. Context

On 16/9/2021, the EU adopted a new Strategy for cooperation in the Indo-Pacific as a way to step up its strategic engagement with this vital region, which is essential for the EU's prosperity.

Growing economic, demographic, and political weight makes the Indo-Pacific region a key player in shaping the rules-based international order and in addressing global challenges. By 2030, ninety percent of the 2.4 billion new members of the middle class entering the global economy are expected to live in the Indo-Pacific. Cooperation with this region is crucial for protecting our planet's ecological balance and achieving, inter alia, the UN's Sustainable Development Goals, the Paris Agreement and the Convention on Biodiversity.

The region contains five of the eleven EU's strategic partners (ASEAN, China, India, Japan and the Republic of Korea) and six G20 members (Australia, China, India, Indonesia, Japan and the Republic of Korea), including three out of four largest economies that the EU trades with and invests in. Japan is a G7 member and part the OECD together with Australia, Japan, Republic of Korea and New Zealand. Finally, the Indo/Pacific region hosts some of the most important and influential high income countries and territories (Japan, Republic of Korea, Australia, New Zealand, Singapore, Taiwan, Hong Kong), several of which are amongst the closest likeminded partners of the EU and precious allies to engage into wider cooperation in the Indo/Pacific region so to shape together the international debate on values, global governance and global challenges.

In this new overall strategic context, this action funded by the newly established Foreign Policy Needs under NDICI, intends to kick start through a few rapid measures cooperation with three key political actors and influencers in the region (Japan, Australia and New Zealand) on broad areas of engagement such as connectivity (Japan) and policy dialogues and public diplomacy at large (Japan, Australia and New Zealand), so to profit from the favourable political momentum offered by the strategy and create enabling conditions for more structural actions to be pursued in the years to come under the geographic pillar of NDICI. A small amount of funds is also devoted to explore new opportunities for cooperation with Brunei, a fully-fledged member of ASEAN with which so far occasions for structural bilateral engagement have been limited.

Given the horizontal nature of all these interventions, in line with the seven priorities of the Indo –Pacific Strategy, a wide spectrum of policy areas will be touched upon and several EU services (EEAS, DGs) will be involved in the implementation of these actions in their respective areas of responsibility. Projects will involve work with national and local authorities, the private sector and civil society organisations at large.

Article 4(4)(c) and Annex IV (paragraph 3) of Regulation (EU) 2021/947 provide for the use of the NDICI rapid response pillar to support actions that address Union foreign policy needs and priorities, and enable the EU to address short and medium-term foreign policy needs and opportunities in non-EU territories/partners where there is a need for rapid reaction that is difficult to address with other means; and to support innovative policies/initiatives and deepen EU relations and dialogues, forging alliances and partnerships with partners of strategic interest across political, economic and security issues.

2.2. Problem Analysis

Priority 1 - Policy Dialogue and Public Diplomacy Facility for Australia and New Zealand

The EU, Australia, and New Zealand are like-minded partners, sharing a strong commitment to upholding and promoting the rules-based international order, peaceful resolution of conflicts, open markets, democracy, human rights and rule of law. The relationship of the EU with these two partners has evolved from economic focused partnerships to politically strategic ones that can address key foreign policy and security issues, at bilateral and

¹ Art. 27 NDICI

multilateral level. Negotiations for Free Trade Agreements between the EU and Australia and the EU and New Zealand are ongoing, and the countries wish to work with the EU to ensure that certain international organisations become more effective (e.g. World Trade Organisation, World Health Organisation). Comprehensive framework agreements with both countries are provisionally applied pending their entry into force. Australia and New Zealand are identified as key partners in the recently adopted EU Indo-Pacific Strategy.

In fact, in view of increased geopolitical competition in the Indo-Pacific, Australia and New Zealand see the EU as a reliable partner in the multilateral domain. Political and policy dialogues are intensifying and increasing. At the same time, the EU should not take its close relations with Australia and New Zealand for granted as the recent events linked to the AUKUS trilateral partnership (between [Australia](#), [the United Kingdom](#), and [the United States](#)) have shown. There is a lingering Eurosceptic attitude, notably in Australia, which regularly surfaces in the media and public opinion and has the potential to negatively affect the furthering of relations. Moreover, New Zealand increasingly emphasises its bicultural identity and belonging to the Asia-Pacific region. There is a need to ensure that shared interests and values continue to be transformed into operational results and concrete outcomes. A Facility to carry out public diplomacy activities as well as support and project EU policies is the appropriate tool to furthering relations and drive political and thematic priorities in a flexible manner.

Priority 2 - EU-Japan Connectivity Partnership

Cooperation between Japan and the EU has never been so crucial for promoting multilateralism and an open and rules-based international order. As part of the EU's autonomous connectivity value proposition in the framework of Global Gateway, it is essential to operationalise the EU-Japan Connectivity Partnership and maximize its impact in sectors where cooperation with Japan has potential to generate critical mass and impact. The EU-Japan Partnership on Sustainable Connectivity and Quality Infrastructure (here after referred as "the Partnership"), signed in September 2019, was the first of its kind concluded by the EU, signalling a momentum in the convergence of like-minded partners pushing for different, value-based connectivity policies. The Partnership came on top of other significant achievements in Japan-EU cooperation, such as the conclusion of the Economic Partnership Agreement (EPA) and the Strategic Partnership Agreement (SPA), making clear that Japan and the EU are determined to continue their deep and long-lasting policy dialogues and cooperation as strategic partners. The EU Indo-Pacific Strategy as well as the upcoming Global Gateway Strategy on connectivity identify Japan as one of the key partners of the EU in the region together with India². In that regard, this action will inter alia promote joint values of transparency and good governance related to joint investments in quality infrastructure, connecting goods, people and services through the enhancement of our bilateral dialogues³ with Japan.

The need to operationalize the Partnership was also addressed in the Council Conclusions on 12 July 2021. While acknowledging the complexity of working together on connectivity, both sides understand the importance of identifying viable ways to create synergies and collaborate to promote openness, transparency, sustainability, inclusiveness and a level playing field, in line with the objectives of the United Nations (UN) Agenda 2030 and its Sustainable Development Goals and the Paris Agreement on Climate Change. In certain connectivity areas and fields where sectoral dialogues are not yet in place, the bilateral discussion framework nurturing the Partnership would benefit from a better complementarity and coordination of priorities to advance in our mutual approach, identify concrete implementation opportunities and send a clear political message of a credible bilateral relation in which the EU and Japan can jointly project their values and interests. To this end, a systematic approach to the EU/Japan connectivity file, including public awareness raising and the promotion of the Global Gateway, is opportune to put in place, with a view to achieving tangible results, both on policy coordination and on the identification of connectivity-related opportunities in the geographic areas identified in the Partnership. Given the absence of a specific "connectivity dialogue", the quick operationalization of the Partnership will tangibly benefit from an EU-Japan action to support synergies among existing sectoral dialogues and other forms of support already provided by the EU (e.g. Enterprise Europe Network (EEN) Network). It will include a strong horizontal economic diplomacy component, with research and best practices' showcasing activities⁴. It will also provide regular information to relevant EU/Japan stakeholders with regard to existing institutional agreements and concrete opportunities for cooperation/partnerships between Japanese and European business and financial services in the regions targeted by the Partnership.

Following a demand-driven approach, relevant and interested COM DGs will be systematically involved all along the implementation of this action, together with EU Delegations and Japan Embassies in the concerned regions, to

² An EU-India Connectivity Partnership was signed in 2021.

³ Bilateral dialogue are currently held in the framework of sectoral dialogues such as the High-Level Transport Dialogue between DG MOVE and Japan

⁴ This action will take into account lessons learnt and recommendations from the FPI-financed "EU-Japan Joint Study on Connectivity Cooperation in the Western Balkans, Eastern Partnership Countries and Central Asia"

ensure better alignment of strategies, priorities and existing projects. This will allow advancing the EU-Japan bilateral dialogue on connectivity by enhancing stakeholders' coordination and supporting the operationalisation of existing or potential initiatives.

Priority 3 - EU-Japan Public Diplomacy Action

A dedicated action on Public Diplomacy is a key element to engage in a meaningful and effective way with selected audiences in Japan. EU and Japan are key partners sharing interests and values: democracy and rule of law, international rules-based order, multilateralism, global challenges, climate, post-pandemic recovery, connectivity, innovation, cultural dynamisms and creative ideas.

The political momentum for a specific action in public diplomacy and strategic communication could not be more relevant and timely. During the last few years, the EU and Japan have embarked in an unprecedented and intense bilateral cooperation through the Economic Partnership Agreement, the Strategic Partnership Agreement, the Connectivity Partnership and the Strategy for Cooperation in the Indo Pacific. All that calls for an effective engagement with target audiences to build trust, enhance the understanding of the EU as a key partner and advance our policy priorities. As clearly shown by the recently concluded study on the perception of the EU and EU Policies abroad, a knowledge and awareness gap exists in Japan, and the EU should further promote its values and policies, as well as its work in Japan through greater promotion, outreach, and engagement activities. This action also takes into account the last Thematic Assessment on Public Diplomacy and Communication and will be fully aligned with the EU Delegation to Japan's Communications Strategy.

Through the implementation of activities such as digital content and audio-visual products, high-impact cultural events (such as Europe street festivals/literature festivals involving different cities), contests, live chats, quizzes, webinars, surveys, campaigns on different topics of interest and specific media-engagement, this action will; a) present the EU as a strong and attractive global partner and showcase progress in our bilateral relations to different audiences such as the Japanese Government, the general public and key actors/stakeholders, pushing back against misleading narratives and b) convey the relevance of the European Union and its values to the lives of Japanese citizens, reaching out new audiences such as younger generations.

Priority 4 – Support to the EU/Brunei Engagement Agenda

The European Union (EU) aims to expand its bilateral relations with Brunei Darussalam (hereinafter, Brunei) through cooperation and partnership. This is part of the desire of the EU to broaden, deepen and strengthen its political and economic ties with countries around the South-East Asia region. The underlying assumption is that fostering dialogue and encouraging cooperation between Bruneian and European partners would lead to broadening and deepening common understanding and bilateral relations in an increasingly challenging multilateral environment. Aims include exchange and convergence of knowledge, experiences and best practices at both technical and political level, around key areas of interest for both sides. There is scope for further reinforcement of the partnership between the EU and Brunei based on mutual interest, reciprocity, and complementarity. Examples of fields where both the EU and Brunei still stand to gain from further developing relations include bilateral trade (which already amounts to hundreds of millions of euros annually) and investment (much of Brunei's foreign direct investment comes from the EU). Higher education is another area where productive exchanges are already ongoing and that presents further potential, and so are policy exchanges in areas of mutual interest. Brunei has been a member of the Association of Southeast Asian Nations (ASEAN) since the country's very foundation and relations between the European Union and ASEAN have never been better. This was evidenced in 2020 when they were upgraded to the level of a Strategic Partnership.

Identification of main stakeholders:

Priority 1 - Policy Dialogue and Public Diplomacy Facility for Australia and New Zealand: authorities, private sector and businesses, civil society organizations, academia, students, local cultural platforms and groups; EU Member States and Chambers of Commerce.

Priority 2 - EU-Japan Connectivity Partnership: EU and Japan public sector, EU and Japan businesses, investors and business organizations, EU and Japan investment banks and financial institutions, academia, civil society, EU Member States.

Priority 3 - EU-Japan Public Diplomacy Action: general public, influencers, public sector, businesses and business organisations, civil society organisations, academia, youth (students in particular), EU Member States, etc.

Priority 4 - Support to the EU/Brunei Engagement Agenda: authorities, businesses, civil society organizations, academia, students; EU Member States and Chambers of Commerce.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to enable the EU to address short and medium-term foreign policy needs and opportunities, in particular in Australia, Brunei Darussalam, Japan and New Zealand, by supporting innovative policies/initiatives and by deepening EU relations and dialogues, forging alliances and partnerships, in the fields of connectivity, public diplomacy, support to policy dialogues and engagement.

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

1. Help advance existing dialogues and open avenues to expand relations between the EU and Australia/New Zealand;
2. Strengthen EU cooperation with Japan on connectivity;
3. Engage with EU's target audiences and partners in Japan to build trust, enhance the understanding of the EU and facilitate future cooperation across policy areas;
4. Stimulate EU dialogue and cooperation with Brunei Darussalam through a multi-sectoral dialogue, cooperation and outreach facility.

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

- 1.1 contributing to Specific Objective 1: promotion of wider understanding and awareness of the EU's role as a global player in domains of mutual interest with Australia and New Zealand;
- 2.1 contributing to Specific Objective 2: Support to the EU/Japan policy dialogue on connectivity by better coordinating strategies, priorities and current actions through dialogue with different stakeholders, promotion of the EU Global Gateway and the EU-Japan Connectivity Partnership's benefits and opportunities among relevant European and Japanese audiences, identification of opportunities for EU-/Japan joint cooperation in third countries by providing regular information to relevant EU/Japan stakeholders on existing institutional agreements and concrete opportunities for cooperation/partnerships.
- 3.1 contributing to Specific Objective 3: development of strategic and coherent approaches, engaging and mobilising networks of key target audiences and potential partners between Japan and the EU;
- 4.1 contributing to Specific Objective 4: informing technical and political dialogues; undertaking consultations and holding dialogues in fields of mutual interest; fostering mutual understanding and networking; developing shared projects and partnerships; public outreach on EU policies and the EU-Brunei partnership.

3.2. Indicative Activities

Activities related to Output 1.1: expertise, studies, advisory support, and logistics for events.

Activities related to Output 2.1: mobilisation of short-term specialised technical expertise, organisation of workshops, seminars, exchanges, webinars, drafting of studies, reports, advisory support, publication of promotional materials to: a) strengthen our bilateral dialogue with Japan and contribute to generate a joint values-based approach promoting transparency and good governance through a better alignment and convergence on many crucial aspects (policy strategies, standards, norms, procurement, regulatory); b) raise the public profile of the Connectivity Partnership in the framework of the Global Gateway "brand" as a mutual value-based concept both for the EU and Japan; and c) operationalise the strategy by providing intelligence for the identification of joint cooperation opportunities in third countries;

Activities related to Output 3.1: expertise, studies and public diplomacy activities with youth, academics, influencers (e.g. media, think tanks, and business community), civil society and cultural actors.

Activities related to Output 4.1: mobilisation of short-term specialised technical expertise; organisation of workshops, seminars, exchanges and webinars, including logistics, briefing

3.3. Mainstreaming

This action mainstreams the following cross-cutting issues: Multilateralism (building alliances) contributing to a global order based on international law, EU principles and values (democracy, rule of law, human rights and fundamental freedoms, respect for human dignity, the principles of equality, including gender equality, and solidarity); Resilience and Innovation.

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
Activities affected by disruptions and delays caused by the COVID-19 pandemic.	Risk 1	H	M	Contingency plans and virtual/remote activities will be planned.
Irritants coming from political developments that negatively affect EU relations with key partners.	Risk 2	M	H	Careful monitoring of the political agenda, continuous engagement with main stakeholders and diversification of interlocutors/partners, constant identification of less sensitive topics of mutual interest that could be explored.
Limited budget and short/medium-term intervention against needs to be covered at national level.	Risk 3	M	L	Prioritisation of needs in the short/medium-term and parallel planning of a longer-term action will significantly reduce such risk.
Inability to work with specific local stakeholders, given the changing political and security environment.	Risk 4	L	M	Constant engagement in identification of possible alternative local partners and on possible means of engagement.

Lessons Learnt:

The policy dialogue and public diplomacy facilities support the EU to project its policies and asserts its position, thus working for a “Stronger Europe in the World”.

By nature, the facilities are placed under the geopolitical lead of the Delegations, with strong FPI drive and coordination with lead policy DGs to ensure that the actions they implement are pertinent and can show impact in advancing EU interests.

Through the mobilisation of technical advisory, studies, and specialised events, the EU is able to promote its strategies, standards, policies, and build solid institutional relations, thus contributing with concrete actions to the implementation of Framework and Partnership Cooperation agreements, as well as inspiring local action around global issues.

Lessons learned from the FPI Public Diplomacy and Policy Dialogues Support Facilities in India, Indonesia, Vietnam, Singapore, Malaysia, China, Japan and Korea show that successful activities require locally based support to ensure reactivity and flexibility, as well as adequate participation of EU stakeholders in the definition and review of actions.

Dialogue Facilities are a tool for the EU to react quickly to political momentums, whilst also allowing DGs and EEAS to remain active as actions take place in between dialogues sessions and can be linked back to previous and future sessions. Finally, they ensure follow up with the EUDs on how the exchange of EU know-how can influence the uptake of EU standards and policies in partner countries.

Similarly, public diplomacy activities need clear result-oriented targets in order to achieve tangible outcomes. With public diplomacy actions ongoing in various Asian countries, lessons learned have shown that engaging at the local level and using local platforms are a prerequisite if the EU wishes to resonate with target audiences in partner countries.

This is particularly true to building mutual understanding and trust with youth audiences, where a mixture of direct engagement, establishing partnerships, and clear communication will bring credibility to the EU’s positive narrative as a recognised global leader and key partner for countries in Asia and Australasia.

Through public diplomacy actions, the EU has a unique opportunity to pass messages and reach wider audiences, provide information on key issues based on facts, as well as recognise and join forces with opinion leaders and groups that are already promoting a sustainable transformation of their societies. Public diplomacy based on high quality standards, strong values and principles of human rights, human protection, and green economic transition enhances the recognition of the EU as a global leader and policy trendsetter.

Cooperation with Japan on connectivity will help raise the Partnership's profile by working within the framework of some of these dialogues or in the fields where sectoral dialogues are not in place yet and will carry out research activity in close coordination with existing initiatives (such as the EU-Japan Centre for Industrial Cooperation), on demand by interested DGs and including on supply chains and best practices' displaying.

4. IMPLEMENTATION ARRANGEMENTS

4.1. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months⁵ 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.

4.1.1. Direct Management (Procurement)

The procurement will contribute to achieving the specific objectives 1, 2, 3 and 4 in section 3.1.

4.2. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Procurement – total envelope under section 4.1.1	4 300 000
Total	4 300 000

4.3. Organisational Set-up and Responsibilities

The action shall be implemented under direct management. It will be managed by the Commission, with the support of the European External Action Service and relevant EU Delegations for the policy steering and the monitoring of the actions.

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 logframe 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 importance of the action, mid-term and/or final evaluation(s) will be carried out for this action or its components via independent consultants contracted by the Commission.

⁵ This can be extended for a period not exceeding the same duration.

Evaluation(s) will be carried out for problem solving, learning purposes, in particular with respect to continuation of the action in longer-term perspective.

The Commission shall inform the implementing partners at least one 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 premises of the action and its activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination⁶. 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. The financing of the evaluation shall be covered by another measure constituting a Financing Decision.

5.3. Audit and Verifications

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

6. COMMUNICATION AND VISIBILITY

Communication and visibility is a contractual obligation for all entities implementing EU-funded external actions to advertise the European Union's support for their work to the relevant audiences.

To that end they must comply with the instructions given in the [Communication and Visibility Requirements of 2018](#) (as updated by the communication and visibility requirements in force in the field of external action under the 2021-2027 MMF), notably with regard to the use of the EU emblem and the elaboration of a dedicated communication and visibility plan, to be completed for every action at the start of implementation.

These obligations apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country (for instance, concerning the reforms supported through budget support), contractors, grant beneficiaries or entrusted entities. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and delegation agreements.

Communication and visibility measures may be funded from the amounts allocated to the action. For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds.

Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and concerned EU Delegation/Office fully informed of the planning and implementation of specific visibility and communication activities before work starts. Implementing partners will ensure adequate visibility of EU financing and will report on visibility and communication actions as well as the results of the overall action to the relevant monitoring committees.

⁶ See best [practice of evaluation dissemination](#)

APPENDIX 1 REPORTING IN OPSYS

An Intervention⁷ (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: ‘a given contract can only contribute to one primary intervention and not more than one’. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a ‘support entities’. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of ‘Group of actions’ level, add references to the present action and other action concerning the same Primary Intervention.

In the case of ‘Contract level’, add the reference to the corresponding budgetary items in point 4.6, Indicative Budget.

Option 1: Action level		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action

⁷ [ARES \(2021\)4204912](#) - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including ‘action’ and ‘Intervention’ where an ‘action’ is the content (or part of the content) of a Commission Financing Decision and ‘Intervention’ is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention](#).