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ANNEX

of the Commission Implementing Decision on the financing of the annual action plan for EU foreign policy needs on information manipulation, economic diversification, support to multilateralism and environmental and cultural diplomacy for 2022

Action Document for EU foreign policy needs on information manipulation, economic diversification, support to multilateralism and environmental and cultural diplomacy

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

1   SYNOPSIS

1.1   Action Summary Table

1. Title **CRIS/OPSYS business reference** **Basic Act**	EU foreign policy needs on information manipulation, economic diversification, support to multilateralism and environmental and cultural diplomacy OPSYS number: ACT-60724; JAD.956654 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	This action shall be carried out globally and in particular in Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates (UAE), Canada, Japan, the United Kingdom, the United States of America, Australia, Chile, New Zealand, Singapore, the Republic of Korea, Taiwan
4. Programming document	NA
5. Link with relevant MIP(s) objectives / expected results	NA
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Public and cultural diplomacy, environmental policy, trade policy, digital economy
7. Sustainable Development Goals (SDGs)	Main SDG: SDG 17 – Partnerships to achieve the goal Other significant SDGs: SDG 5 – Gender equality; SDG 8 – Decent work and economic growth; SDG 9 – Industry, innovation and infrastructure; SDG 13 – Climate action; SDG 16 – Peace and justice strong institutions
8 a) DAC code(s)	15150 - Democratic participation and civil society 16061 – Culture and recreation

	41010 – Environmental policy and administrative management 33120 – Trade facilitation 43010 – Multisector aid
8 b) Main Delivery Channel	60000 - Private sector institution 20000 – Non-governmental organisations (NGOs) and civil society 40000 – Multilateral organisations
9. Involvement of multilateral partners	No
10. Targets	☐ Migration ☒ Climate ☐ Social inclusion and Human Development ☒ Gender ☒ Biodiversity ☐ Education ☒ Human Rights, Democracy and Governance

11. Markers (from DAC form)	**General policy objective @**	**Not targeted**	**Significant objective**	**Principal objective**
	Participation development/good governance	☐	☐	☒
	Aid to environment @	☐	☐	☒
	Gender equality and women's and girl's empowerment	☐	☒	☐
	Trade development	☐	☐	☒
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction @	☐	☒	☐
	Inclusion of persons with Disabilities @	☒	☐	☐
	Nutrition @	☒	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity @	☐	☐	☒
	Combat desertification @	☐	☐	☒
	Climate change mitigation @	☐	☐	☒
	Climate change adaptation @	☐	☐	☒

12. Internal markers and Tags:	**Policy objectives**	**Not targeted**	**Significant objective**	**Principal objective**
	Digitalisation @	☐	☐	☒
	digital connectivity		☐	☒
	digital governance		☐	☒
	digital entrepreneurship		☐	☒

digital skills/literacy		☐	☒
digital services		☐	☒
Connectivity @	☐	☐	☒
transport		☒	☐
people2people		☐	☒
energy		☒	☐
digital connectivity		☐	☒
Migration @ (methodology for tagging under development)	☒	☐	☐
Reduction of Inequalities (methodology for marker and tagging under development)	☒	☐	☐
Covid-19	☒	☐	☐

BUDGET INFORMATION

13. Amounts concerned	Budget line(s) (article, item): 14 02 03 30
	Total estimated cost: EUR 9 500 000
	Total amount of EU budget contribution EUR 9 500 000

MANAGEMENT AND IMPLEMENTATION

14. Type of financing	**Direct management** through: - Grants - Procurement **Indirect management** with the entities to be selected in accordance with the criteria set out in section 4.1.3

1.2 Summary of the Action

This action aims to enable 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, including fostering research and innovation, in the fields of trade and investment, environmental and cultural diplomacy, support to multilateralism and information manipulation. The action will forge strong links and not create dependencies, fully integrating and respecting the principles set out in the joint communication on "Global Gateway"[1].

2 RATIONALE

2.1 Context

Priority 'EU-GCC Dialogue on Economic Diversification': The strategic importance of the Gulf Cooperation Council (GCC) countries has been acknowledged by the EU Member States both individually and collectively at European Union level. To date, macro-level EU-GCC relations are based on a Cooperation Agreement from 1988, which established regular dialogues on cooperation between the EU and the GCC on trade and investment issues, macro-economic matters, climate change, energy and energy efficiency, environment, and research and several

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[1] Joint Communication to the European Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions and the European Investment Bank on The Global Gateway, https://ec.europa.eu/info/sites/default/files/joint_communication_global_gateway.pdf

others topics. Regular 'Senior Official Meetings' between the EU and individual GCC countries also cover trade and investment-related issues. A more structured informal EU-GCC Dialogue on Trade and Investment was launched in May 2017. The six GCC member countries are traditionally very important trade and investment partners for the EU and vice versa. The EU is the second biggest trade partner of the GCC (after China), representing 12.3% of the GCC's total trade in goods in 2020 with 7.8% of the GCC's imports coming from the EU. The EU thus ranked as the GCC's number one import partner. In 2020, the EU was the 4th biggest export partner of the GCC as 6.9% of the GCC's exports went to the EU.

Priority 'environmental diplomacy': The European Green Deal (EGD) aims to transform the EU into a fair and prosperous society, with a modern, resource-efficient and competitive economy where there are no net emissions of greenhouse gases in 2050 and where economic growth is decoupled from resource use. It also aims to protect, conserve and enhance the EU's natural capital, and protect the health and well-being of citizens from environment-related risks and impacts. At the same time, this transition must be just and inclusive. It must put people first, and pay attention to the regions, industries and workers who will face the greatest challenges. The COVID-19 pandemic has deep health, social and economical impacts and is fast changing the world. These impacts around the globe are dramatic, posing huge challenges for all countries and threatening to reverse developmental gains made over past years.

Priority 'cultural diplomacy': Enhancing the role of culture in EU external relations has been a priority of the EU ever since the adoption of the "European Agenda for Culture in a Globalised World" in 2007. Since then, the approach to the role of culture in external relations has significantly developed, with culture increasingly perceived as strategic for political, social and economic development and contributing to external policy objectives. With the 2016 Joint Communication "Towards an EU Strategy for International Cultural Relations", the EU established a framework for cultural cooperation with partner countries. Among the activities to reinforce EU cooperation in this field, the Joint Communication mentions the ongoing "Support to EU Film Festivals" initiative funded by the Partnership Instrument, aimed at supporting the organisation of EU film festivals (EUFFs). More recently, the EU's Foreign Affairs Council Conclusions adopted on 8 April 2019 established the EU strategic approach to international cultural relations and a framework for action. It acknowledged the need for a cross-cutting approach to culture, while aiming to strengthen the effectiveness and impact of its foreign policy by integrating international cultural relations in the range of its foreign policy instruments.

Priority 'support to multilateralism': Digital matters are increasingly present on the multilateral agenda, and notably throughout the UN System. In that context, the UN Secretary-General launched a Roadmap on Digital Cooperation in June 2020, the ambition of which is for all stakeholders to play a role in advancing a safer, more equitable digital world, addressing both the challenges and benefits from digitalisation. The EU has played a strong role in trying to shape the Roadmap by contributing to its consultation process. The UN SG's vision of digitalisation overlaps with the EU's in a large number of areas. The creation of a UN Envoy on Technology (Tech Envoy) is one of the operational conclusions of the Roadmap, tasked with supervising the implementation of the various work strands and recommendations of the Roadmap and to serve as a focal point for digital matters at the UN. Recently, the UN SG published its new report 'Our Common Agenda'. The report was mandated in the Declaration on marking the 75th anniversary of the UN and features a high-level track to improve digital cooperation with a Global Digital Compact. The office of UN Tech Envoy will also play a major role in shaping this Global Digital Compact and its process.

Priority 'information manipulation': In the last few years, there have been growing concerns about information operations, including information manipulation and interference conducted by authoritarian governments, which could have disruptive effects on the democratic institutions of countries across Asia, for instance by compromising electoral integrity. There are increasing concerns that such activities could manipulate and exacerbate domestic social tensions. Various tactics are used in state-led information manipulation, oftentimes including online disinformation or spreading propaganda, at times through manipulative narratives. However, not all information operations are state-led, and, at times, even public actors behind such operations act autonomously. Attempts to manipulate the information environment to interfere with the foreign policy of targeted countries and influence campaigns which seek to disrupt global economic and trade linkages put political and economic stability at risk. Taiwan is a frequent target of such operations.

2.2 Problem Analysis

Priority 'EU-GCC Dialogue on Economic Diversification': While EU-GCC relations can already build on existing agreements and established cooperation instruments, including EU-funded projects, there is a need for increased economic cooperation based on an integrated approach that is attractive for both regions and serves to stabilize and strengthen the EU's economic position in these countries. To secure its economic (trade and investment) as well as energy and physical security interests, it is pivotal for the EU to further increase its cooperation with the GCC countries. A focus on supporting the GCC with economic diversification and through such support, the further development of trade and investment links, fostering research and innovation and identification of new business opportunities for EU operators, will leverage the relative strengths of the EU while being aligned with EU long-term interests, both in terms of geopolitics as well as economic priorities.

Priority 'environmental diplomacy': The systemic impact of environmental degradation highlights the interdependencies between the EU and its partner countries. Unfortunately, many international partners are hardly taking a long-term perspective and there is a significant risk of lock-in in activities, technologies and sectors that will make a global ecological transition even more difficult to achieve. Partnerships aiming at fostering environmental actions and collaborative engagements are more important than ever. With the increased EU ambition for a global green transition since the adoption of the European Green Deal (EGD), there is a need and a strong demand to step up cooperation with high income countries on the international dimension of the EGD through a Green Deal Diplomacy.

While over the last years, there has been a lot of focus on climate diplomacy, the ambition for a more holistic, integrated Green Deal Diplomacy requires scaling up diplomatic efforts and engagements on the environmental dimension of the EGD.

Coordination will be ensured with the project SPIPA and its successor EUCDs (European Climate Dialogues) as these deal with complementary aspects of the Green Deal. DG ENV is already consulted and is part of EUCDs project structure.

Priority 'cultural diplomacy': The potential of cinema to communicate about Europe and to create spaces for intercultural dialogue and mutual understanding with citizens in partner countries is recognised by a majority of EU Delegations. A 2014 EU feasibility study on "Exploring different possible modus operandi for making available a package of European films" mapped the key EU Delegations' needs, in particular the high cost of acquisition rights, lack of internal resources to finance side events, absence of centralized repository of films to allow a rich diversification of quality films and transformation of film festivals into bigger and regular events. Addressing these needs would enhance the visibility of European films globally, reinforce the attractiveness of European creative industries and create positive trickledown effects in terms of jobs and growth (creative industries account for 4.4% of EU GDP and 3.8 % of EU employment).

Priority 'support to multilateralism': For the EU, digital is a key priority in the context of the Commission's ambition to make Europe fit for the digital age. Both the Communication on the '2030 Digital Compass' (March 2021) and the Joint Communication on strengthening the EU's contribution to rules-based multilateralism (February 2021) make clear that the EU will lead the way and extend its multilateral approach to this strategic global issue. This action will therefore help support a proactive and visible role of the EU as a global actor in an area where the global community expects a high degree of EU involvement and leadership. The action also reflects the EU and United Nations' common strategic interest in emerging technology and digital cooperation, while promoting the EU's vision of human-centric and human-rights based digitalisation, its regulatory approach to new technologies, and multistakeholder internet governance.

Priority 'information manipulation': Across the Indo-Pacific region, there is still an incomplete understanding about how such information manipulation operations are carried out, limited mechanisms to detect and track them over a longer term, as well as insufficient and inadequate capacity to investigate them. Their evolving nature requires capacity to follow up on them in a timely manner and to develop more effective strategies to counter them. The growing scale of foreign information operations and its potential impact have made it increasingly challenging for the EU to engage in the Indo-Pacific region, and to provide developmental assistance to create political and social stability in the region, as well as to foster democracy, good governance and human rights in the region. Such information manipulation operations compromise not only electoral integrity but also information integrity and security, which impedes on the ability of citizens to exercise their political freedom and freedom of expression.

Impact of such information operations has also begun to directly affect EU political and economic operations, and threatens the EU's ability to uphold its values of fundamental rights and security. In fact, malign information operations jeopardises the security of EU businesses to conduct their business operations in a safe and secure manner in countries of concern, while threatening the national security and sovereignty of certain EU countries in their ability to withstand these information operations. The project seeks to strengthen the knowledge sharing and collaboration between the EU and Taiwan in order for experts and stakeholders from the EU, Taiwan and the wider Indo-Pacific region to be able to learn from one another's experiences in investigating and countering information manipulation by state or non-state actors.

Identification of main stakeholders:

Priority 'EU-GCC Dialogue on Economic Diversification': EU businesses with interests in the GCC region, as well as private and public partners from the GCC.

Priority 'environmental diplomacy': national and sub-national administrations, business communities, academia and civil society stakeholders, citizens.

Priority 'cultural diplomacy': audio-visual professionals/associations from the EU and partner countries, Member States' cultural and film institutes, organisers of independently organised EUFFs, citizens.

Priority 'support to multilateralism': UN system organisations, including relevant agencies and bodies of the UN Secretariat, civil society organisations, the private sector, UN members and EU Member States.

Priority 'information manipulation': EU and Taiwanese governmental and non-governmental actors monitoring and researching information operations, manipulation and interference, including experts, information operation investigators and researchers, authorities, policy makers, and law enforcement, as well as civil society stakeholders from across the Indo-Pacific region of Asia.

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 by supporting innovative policies/initiatives and by deepening EU relations and dialogues, forging alliances and partnerships, including fostering research and innovation in the fields of trade and investment, environmental and cultural diplomacy, support to multilateralism and information manipulation.

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

1. Enhance EU-GCC trade and investment relations and deepen the engagement with GCC counterparts on further economic diversification.
2. Support environmental diplomacy and strengthen partnerships with key high income countries as well as promote the projection of EU policies, approaches and technologies abroad.
3. Strengthen EU's ability to foster intercultural dialogue and mutual understanding with third countries.
4. Support the operationalisation of the Roadmap for Digital Cooperation and contribute to anchor the EU's values and vision of digital cooperation in the work of the UN Envoy on Technology and his/her Office.
5. Fight digital authoritarianism through a strong collaboration between the EU and Taiwan. This will be done by strengthening the understanding and real-time monitoring of information operations in the Indo-Pacific region or conducted by Indo-Pacific actors.

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

1.1 contributing to **Outcome 1** (or Specific Objective 1): Contribute to improved market access conditions for EU operators in the GCC countries; create academic links with European researchers and innovators; generate business

and trade opportunities for EU businesses, particularly European SMEs, notably in the emerging green and digital economic context; provide strategic foresight on the GCC to the EU; identify EU policies, programmes and projects of interest to GCC countries; create the ground for the establishment of the EU chambers of commerce in the region.

2.1 contributing to **Outcome 2** (or Specific Objective 2): Enhance EU's understanding of partner countries' policies and good practices in the context of the EGD; increased knowledge of EGD policies, good practices, lessons learnt by partner countries; customise policy and practice options developed for partner countries in reference to the implementation of the EGD; increase awareness of the opportunities and challenges related to the externalisation of the EGD. Geographic focus for partner countries: Canada, Japan, UK and USA, with possible expansion to other high-income countries such as Australia, Chile, New Zealand, Singapore and Republic of Korea.

3.1 contributing to **Outcome 3** (or Specific Objective 3): Reinforced capacity of EU Delegations to organise EUFFs across the world; enhanced organisation of side events; improved understanding of the EU policies, values and principles by engaging with global audiences (general public attending the EUFFs and side events) and selected audiences (e.g. local cultural operators and artists, art organisations, business associations, women associations, youth networks, film students), which will facilitate future cooperation between the EU and partner countries; increased participation and collaboration between European and local professionals from the film industry; successful development, integration and hand-over of the tools.

4.1 contributing to **Outcome 4** (or Specific Objective 4): Ensure that the promotion and protection of international human rights standards be mainstreamed through all the strands of action of the Roadmap's and Common Agenda's implementation; promote a vision of internet governance that is open, inclusive and decentralised; contribute to define the scope and objectives of universal connectivity in a more comprehensive manner; foster digital capacity building; promote the use of open-source technologies and digital public goods.

5.1 contributing to **Outcome 5** (or Specific Objective 5): Elaboration of an integrated dashboard and database of media articles, quarterly updates on relevant content observed or flagged through this dashboard pertaining to possible information manipulation in near-real-time with insights and data to be shared with EU and Taiwanese policymakers, experts and other relevant stakeholders; development of an early-warning system with a notification alert to stakeholders on possible information operations; development of digital tools, techniques and algorithms to be open-sourced on GitHub.

3.2 Indicative Activities

Indicative activities related to **Output 1.1**: organisation of events both at GCC and individual GCC country level to strengthen cooperation and dialogue between EU and GCC countries in the areas of trade, investment, research & innovation, and economic affairs, such as round tables, business fora, study visits, technical working groups, etc.; policy analysis related to EU-GCC trade, investment and economic affairs and dissemination of analysis recommendations; communication; supporting the establishment of first EU chambers of commerce in the region.

Indicative activities related to **Output 2.1:** technical cooperation among peers; support to subnational authorities and civil society organisations; seminars/visits and communication activities.

Indicative activities related to **Output 3.1**: support to the setting up of the office of the UN Tech Envoy; coordination within the UN system; organise workshop on internet governance; promotion of digital inclusion in underserved areas and populations.

Indicative activities related to **Output 4.1**: setting up a curated repository of European feature films, documentaries and short films, securing worldwide non-commercial screening rights; supporting the organisation of side events, including support in branding and communication activities; organisation of offline and online trainings on film festivals management addressed to the EU Delegations and local stakeholders involved in the organisation of the EUFFs.

Indicative activities related to **Output 5.1**: development of an integrated dashboard monitoring system; development of an early-warning system; regional capacity building trainings; meetings with and briefings for

policymakers, regional stakeholders and experts; preparation of policy recommendations, briefs and analytical assessments.

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
Irritants coming from political developments that negatively affect EU relations with key partners.	Risk 1	**Medium**	**High**	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.	Risk 2	**Medium**	**Low**	Prioritisation of needs in the short/medium-term and parallel planning of a longer-term action.
Project activities disrupted and/or delayed due to COVID-19	Risk 3	**High**	**Low**	Online format for activities / engagements
Limited interest / lack of capacities of actors to engage in the project	Risk 4	**Low**	**Medium**	Continuous dialogue and feedback mechanisms between engaged stakeholders and implementing partner to ensure usefulness of outputs produced

Lessons Learnt:

Under the first phase of the EU-GCC Economic diversification project, it become clear the need to continue serving EU interests in supporting trade, investment and other EU policies and programmes, in a way that is complementary to activities at both EU and Member State level. Therefore the action will support removing market access barriers for EU operators, increase trade and investment and building alliances, including with academia and innovative businesses at regional level. As such it should be a flexible and reactive instrument to support the action of DG TRADE, but also other DGs, such as DG RTD or DG EAC on the ground.

Climate diplomacy activities need clear result-oriented targets in order to achieve tangible outcomes and needs clear communication that will bring credibility to the EU's positive narrative as a recognised global leader in the field.

Previous experience shows that relatively small amounts of financial resources can play a significant role in advancing environmental ambition in third countries and unlock decision-making and that promoting the EGD in major economies aligns with the interest of the EU and it helps shape the EU's profile as a progressive forward-looking block of countries. It contributes to levelling the playing field among competitors (i.e. deforestation).

The lessons learnt from other projects include the need to ensure useful formats and timing of outputs such as briefings and written assessments, as well as the importance of technical guidance and steering by EU actors with existing expertise in the sector of information operations investigations. A third lesson learned is the utility of transparency and openness of information manipulation investigation projects in order to reduce the risk of political sensitivities.

The lesson learned from the mid-term evaluation of SPIPA were fully communicated to DG ENV who took active part in the evaluation itself thus incorporating these in the preparation of the action PEACE such as narrowing down the type of activities and sectors targeted, to more realistically reflect the limited budgets and timelines.

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 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.

4.1.1   Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)
The grants will contribute to achieving the specific objective 5 in section 3.1.

(b) Type of applicants targeted
Non-government organisation based in Taiwan

(c) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to a non-governmental organisation based in Taiwan selected using the following criteria: high degree of specialisation, demonstrated expertise and experience in information manipulation investigations, prior experience collaborating with EU actors and EU institutions.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because of the high degree of specialised expertise required combined with the political sensitivity surrounding information operations investigations.

4.1.2   Direct Management (Procurement)

The procurement will contribute to achieving specific objectives 1 and 3 in section 3.1.

For objective 3 a call for tender with suspensive clause will be launched as of 31 March 2022, in order to allow the EU Delegations enough time to organise the EU film festivals in 2023.

4.1.3   Indirect Management with a Member State Organisation and an international organisation

A part of this action may be implemented in indirect management with a Member State organisation, which will be selected by the Commission's services using the following criteria: technical capacity on implementing solutions in relation to environmental issues in partner countries and the knowledge of EU policies in the context of the European Green Deal, ability to have regular contacts and/or implement actions in industrialised countries, ability to regularly review the implementation of partner countries' decisions and therefore to have direct official channels of communication for projects 'implementation with national Authorities. The implementation by this entity entails matters related to the development of international and national environmental tools.

A part of this action may be implemented in indirect management with a United Nations (UN) entity which will be selected by the Commission services using the following criteria: an entity of the UN system entrusted with an international mandate on digital cooperation, in line with the nature of the action, with operational capacity and value added to support a proactive role of the EU as a global actor in an area that reflects EU strategic interest on high-tech and digital cooperation. The implementation by this entity entails matters related to EU's support to the implementation of the UN Secretary General's Roadmap for digital cooperation.

4.2 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.1	
Objective "EU-GCC Dialogue on Economic Diversification" composed of	**2 500 000**
Procurement (direct management) – cf. section 4.1.2	2 500 000
Objective "Environmental diplomacy" composed of	**3 500 000**
Indirect management with MS Organisation, international organisation - cf. section 4.1.3	3 500 000
Objective "Cultural diplomacy" composed of	**2 000 000**
Procurement (direct management) – cf. section 4.1.2	2 000 000
Objective "Support to multilateralism" composed of	**1 000 000**
Indirect management with MS Organisation, international organisation - cf. section 4.1.3	1 000 000
Objective "Information manipulation" composed of	**500 000**
Grants (direct management) – cf. section 4.1.1	500 000
Total	9 500 000

4.3 Organisational Set-up and Responsibilities

The action shall be implemented under direct and indirect management. A strong policy steering and monitoring of the action will be ensured by the EEAS and FPI in coordination with other Commission services. The EU delegations in the region will also ensure direct contacts with the implementing partners and monitoring of the activities.

Dedicated steering committees may be established to act as advisory and reporting mechanism in order to provide the strategic and policy guidance needed to ensure smooth project implementation. Steering committees should meet twice a year and will define the priority work streams to be addressed. Steering committees will review and endorse annual work plans, monitor project outputs and achievements and not least provide advice on how to address obstacles and challenges identified during implementation. Steering Committees, the composition of which will be further detailed in the legal commitments, will in principle comprise representatives of the EEAS, FPI, INTPA, NEAR and relevant DGs and sections of the EU 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 actions.

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, a final evaluation may be carried out for this action or its components via independent consultants.
It will be carried out for accountability and learning purposes at various levels (including for policy revision).
The Commission shall inform the implementing partners/contractors at least 3 months in advance of the dates envisaged for the evaluation missions. The implementing partners/contractors shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.
The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.
The financing of the evaluation may be covered by another measure constituting a Financing Decision.

5.3   Audit and Verifications

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

6   STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

Appendix 1 REPORTING IN OPSYS

An Intervention (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.

The present Action identifies as:

Contract level		
☒	Single Contract 1	Objective "EU-GCC Dialogue on Economic Diversification"
☒	Single Contract 2	Objective "Environmental diplomacy"
☒	Single Contract 3	Objective " Cultural Diplomacy"
☒	Single Contract 4	Objective "Support to multilateralism"
☒	Single Contract 5	Objective "Information manipulation"