



EN

THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX <NUMBER¹>

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of Sub-Saharan Africa for 2025-2027

Action Document for PROCULTURA II –PALOP-TL – Africa-Europe Partnership for Culture

MULTIANNUAL ACTION PLAN

This document constitutes the multiannual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	PROCULTURA II –PALOP-TL – Africa-Europe Partnership for Culture OPSYS number: ACT-62961 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Portuguese-speaking African countries (Angola, Cabo Verde, Guinea-Bissau, Mozambique and São Tomé and Príncipe). The action will be exceptionally extended to Timor-Leste as part of the PALOP-TL countries.
4. Programming document	Multi-Annual Indicative Programme (MIP) for Sub-Saharan Africa (2021-2027)
5. Link with relevant MIP(s) objectives / expected results	Specific Objective 3 ‘Enhance cultural co-creation and intercultural dialogue between the EU and Africa and among African countries, and facilitate greater cooperation to protect and promote cultural heritage’; and Expected Results 3.1 ‘EU-Africa and intra-Africa cultural cooperation is strengthened, and intercultural dialogue and the cultural diversity are promoted across the continent’ of the MIP for Sub-Saharan Africa. It is aligned with and will contribute to the priorities set out in the respective MIPs of PALOP-TL countries.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Priority Area 2 “Democratic Governance, Peace and Security, and Culture”. DAC codes: 151 Government & Civil Society-general.

¹ Number of Annex will need to be provided in case the Financing Decision has more than one Annex. If there is a single Annex it should not be numbered.

7. Sustainable Development Goals (SDGs)	Main SDG (1 only): Goal 8 - Decent work and economic growth Other significant SDGs (up to 9) and where appropriate, targets: Goal 1 - No poverty Goal 4 - Quality education Goal 5 - Gender Equality Goal 10 - Reduced inequalities Goal 17 - Partnership for the Goals			
8 a) DAC code(s)	16061 : Culture - 90% 11430 : Advanced technical and managerial training – 10%			
8 b) Main Delivery Channel	Member State agencies - 11000			
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" 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 checked="" type="checkbox"/>	<input 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"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	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"/>
	Policy objectives	Not targeted	Significant objective	Principal

11. Internal markers and Tags:				objective
	Digitalisation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	/
	digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital entrepreneurship	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital skills/literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Migration @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): - 14.020120 : EUR 4 350 000 - 14.020121 : EUR 1 300 000 - 14.020122 : EUR 4 350 000 Total estimated cost: EUR 10 000 000 Total amount of EU budget contribution EUR 10 000 000			
MANAGEMENT AND IMPLEMENTATION				
13. Implementation modality	Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.1			

1.2 Summary of the Action

The Portuguese-speaking African Countries and Timor Leste (PALOP-TL) are an informal group of six countries with a common historical and linguistic background (Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, Timor Leste). The PALOP-TL - EU co-operation, which started in 1992, aims to strengthen the relationship between PALOP-TL and the EU and its Member States, and is based on the historical, linguistic and cultural affinities between these countries.

The Action will consolidate the results of the PALOP-TL PROCULTURA project that started in 2019 and will end in June 2025 (EUR 19 million). The Action will bring a more transversal focus to the cultural sub-sectors, a stronger focus on the emerging local cultural initiatives, a greater emphasis on the PALOP-TL - Europe partnership, and a new component to strengthen the public authorities in charge of the cultural and creative sectors (CCS).

The overall objective of the Action is to enhance the employability within the cultural and creative sectors, by strengthening skills, cooperation and mobility in the PALOP-TL. The Action will focus on three specific objectives:

- i) Improve professional skills and competences of the cultural and creative sectors to enhance entrepreneurial development, particularly of women, youth and persons with disabilities.
- ii) Increase dissemination and commercialisation of PALOP-TL cultural and creative products and services.
- iii) Strengthen the capacities of the public sector to develop/implement policies, legal frameworks, and measures in favour of the cultural and creative sectors.

The direct beneficiaries of the Action will be mainly civil society organisations linked to the cultural and creative sector, the private sector (creative entrepreneurs, individual artists and cultural professionals), and public authorities (duty bearers).

The Action contributes to Priority Area 2 “Governance, Peace and Security, and Culture” of the Sub-Saharan Africa Regional Multiannual Indicative Programme 2021-2027, and specifically to the Results 3.1 “EU-Africa and intra-Africa cultural cooperation is strengthened, and intercultural dialogue and the cultural diversity are promoted across the continent”. The Action will strengthen cooperation between the PALOP-TL countries and the EU by offering unique added value, fostering mutual growth and cultural enrichment. Through this Action, PALOP-TL countries will have access to European and international expertise, resources and platforms, increasing the visibility and reach of their rich cultural heritage. For the EU, this partnership is an opportunity to support and engage with the diverse artistic and cultural expressions that enrich the global creative landscape. By working together to promote cultural co-creation and intercultural dialogue, the partnership is part of the EU's vision for sustainable development. The Action contributes to the Sustainable Development Goals (SDGs), namely SDG 1 (no poverty), SDG 4 (quality education), SDG 5 (gender equality), SDG 8 (decent work), the SDG 10 (reduced inequalities) and the SDG 17 (partnerships for the Goals).

1.3 Zone benefitting from the Action

The Action shall be carried out in the six PALOP-TL countries: Angola, Cabo Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and Timor-Leste, all of which are included in the list of ODA recipients.

2 RATIONALE

2.1 Context

The six PALOP-TL countries (Angola, Cabo Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe and Timor-Leste) represent a diverse range of countries with different sizes, resources and development trajectories. Despite their differences, they share a common Portuguese language and historical ties that have resulted in interconnected populations and common cultural characteristics. Recognising the crucial role of governance and culture, including the CCS, these countries see these sectors as key to regional synergy and a significant contributor to their overall development. The PALOP-TL - EU co-operation, which started in 1992, aims to strengthen the relationship between PALOP-TL and the EU and its Member States, and is also based on the historical, linguistic and cultural affinities with these countries.

This Action is conceived as a follow up of the PROCULTURA project (EUR 19 million, 2019-2025) that has significantly contributed to dynamise the cultural and creative sectors² in the PALOP-TL over the last five years. With a budget (EUR 10 million), this second phase will focus on and consolidate the main achievements of the initial programme. The Action will bring a more transversal focus to the cultural sub-sectors, a stronger focus on the emerging local cultural initiatives, a greater emphasis on the PALOP-TL - Europe partnership, and a new component to strengthen the public authorities in charge of CCS.

The creative and cultural sector in the PALOP-TL countries have a strong potential in terms of regional and global outreach, however it is under-performing due to a range of constraints, such as the lack of qualified human resources, scarcity of public funding, small audiences, and difficulties in accessing markets. The Action therefore aims to address these constraints. Challenges, such as gender inequalities, access to resources and stereotyping still persist within these sectors. The Action will promote gender equality, support women's, youth and persons with disabilities' entrepreneurship and mobility, and address barriers that currently prevent their full participation in the sector.

The Action contributes to the Regional MIP for Sub-Saharan Africa, notably to Priority area 2 “Democratic Governance, Peace and Security, and Culture”, Specific Objective 3 “Enhance cultural co-creation and intercultural dialogue between the EU and Africa and among African countries, and facilitate greater cooperation to protect and promote cultural heritage”, and Expected Results 3.1 “EU-Africa and intra-Africa cultural cooperation is strengthened, and intercultural dialogue and the cultural diversity are promoted across the continent”. As indicated in the MIP, the Action seeks to encourage knowledge transfers, access to culture and participation and inclusion of individuals and communities while enhancing cultural cooperation among the PALOP-TL. The Action will also seek

² The cultural and creative sectors (CCS) refer to industries that produce and distribute goods, services and activities rooted in cultural expression and creativity. They typically include arts, media and publishing, film and audiovisual, music, design and fashion, heritage, etc.

complementarities and synergies with the other Actions supported by the SSA MIP, particularly the “Africa-Europe Cultural Cooperation and Promotion of Intercultural Dialogue and Cultural Diversity” (MAAP 2023-2025), “Creative Africa: Audio-visual” (MAAP 2024-2025) and “Strengthening African-European Museum Partnerships” (2024-2025). These combined Actions will allow the EU and Member States, working closely through the EUNIC network (European Union National Institutes for Culture), to consolidate their longstanding partnership in the cultural sector with the PALOP-TL countries. The Action is also aligned with and will contribute to the priorities set out in the respective MIPs of PALOP-TL countries, all of which seek to improve skills development and/or youth employability, including through sustainable tourism (in Cabo Verde and São Tomé and Príncipe).

The Action responds to the priorities set out in the Joint Conclusions of the XIV Ministerial Meeting of PALOP-TL with the EU of November 2021, which identified culture as a priority area of cooperation between the EU and the PALOP-TL.

As emphasized in the Joint Communication “Towards a comprehensive Strategy with Africa”³, stronger political, economic, and cultural ties between Europe and Africa are essential in today's multipolar world. Such collaboration in the cultural domain holds significant potential for generating employment and fostering closer people-to-people interactions. By strengthening the partnership with Africa via a cultural relations, the Action contributes to the objectives and principles outlined in the 2016 Joint Communication ‘Towards an EU strategy for international cultural relations’⁴, the European Consensus for Development⁵, the New European Agenda for Culture and the EU work plan for Culture (2023-2026)⁶.

Furthermore, with its potential to advance cultural diversity, the Action will contribute to the implementation of the 2005 Convention Protection and Promotion of the Diversity of Cultural Expressions⁷, to which the EU is a party. More indirectly, through its focus on gender equality and youth participation, the Action will also support the Youth Action Plan⁸.

In consonance with the EU's Global Gateway Strategy⁹, the Action seeks to help develop a cultural ecosystem capable to contribute to decent job creation, economic diversification and women empowerment, improving the connectivity of goods, people and services in the CCS in the PALOP-TL countries. In line with the EU-Africa: Global Gateway Investment Package on Education and Training, it will invest in training and skills development for young people in line with labour market opportunities, with a particular focus on the inclusion of women and youth.

The Action is aligned with the EU Gender Action Plan III 2021-2025 in particular to its thematic areas of engagement “Promoting economic and social rights and empowering girls and women” and “Promoting equal participation and leadership”. Likewise, it will contribute to the implementation of the EU Strategy on the Rights of Persons with Disabilities and the EU's Action Plan on Human Rights and Democracy 2020-2024”.

Finally, the Action will contribute to accelerating the achievement of SDGs 1, 4, 5, 8, 10 and 17, with SDG 8 as main goal.

2.2 Lessons learnt

The proposed Action is based on the following main lessons learnt from the evaluation of the PROCULTURA project:

- **Continue to invest in skills development:** The training implemented, covering areas such as entrepreneurship, communication, project, access to finance, and financial management, proved to be highly relevant. In addition to the skills acquired, the exchanges and networking among participants provided significant added value.

³ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020JC0004>

⁴ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52016JC0029>

⁵ https://international-partnerships.ec.europa.eu/document/download/6134a7a4-3fcf-46c2-b43a-664459e08f51_en?filename=european-consensus-on-development-final-20170626_en.pdf

⁶ [https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32022G1207\(01\)](https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32022G1207(01))

⁷ <https://www.unesco.org/en/legal-affairs/convention-protection-and-promotion-diversity-cultural-expressions>

⁸ https://international-partnerships.ec.europa.eu/document/download/fe1bcd30-58da-4a37-ab2a-61848789da60_en?filename=Joint%20Communication%20-%20Youth%20Action%20Plan%20in%20EU%20external%20action%202022%20E2%80%93%202027.pdf

⁹ https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/stronger-europe-world/global-gateway_en

- Continue to support small-scale funding for emerging initiatives: The DIVERSIDADE fund, which targeted smaller projects between EUR 2.000 and EUR 20.000 at national level, enabled many informal and emerging initiatives to gain valuable experience and strengthen their structures.
- Strengthen support for artistic and cultural creation and mobility: The successful implementation of the activities “Polos” and individual residency grants highlights the importance of continued investment in co-creation, particularly in the context of regional and international cooperation.
- Emphasise regional, European, and international cooperation: The Grants Lots 2 and 3 facilitated collaboration among various CCS operators from PALOP-TL, marking a significant first regional cooperation experience for many. Given the existing limited multilateral cultural exchanges and mobility among these countries, beneficiaries expressed a strong wish to explore and collaborate with fellow peers who share a common history and language, despite geographical distances. Cooperation with Europe mainly engaged Portuguese operators and institutions; the new project will broaden collaboration with entities from other European Member States as well as other international stakeholders.
- Ensure that the Action is implemented by a partnership of entities with diverse and complementary skills: The implementation of activities was entrusted to partners who brought specific skills and experience, leading to excellent results. These included AECID, Gulbenkian Foundation and AULP, in regards, respectively, the entrepreneurship training programme, the “Polos” and the residencies and mobility grants. This division of roles ensured the efficient implementation and fostered an environment conducive to innovation and creativity.
- Simplify and focus project activities: Stakeholders found PROCULTURA rather complex because of its many fragmented activities. There was a group of activities that relate more to the education field (e.g. new university and vocational courses, individual scholarships). Though valuable these may be discontinued or limited to supporting the consolidation of existing courses.
- Broaden the sub-sectoral scope: The previous focus on music, performing arts and literature inadvertently led to the under-representation of other CCS with significant growth potential. This led to frustration among operators who felt excluded. The new project should broaden its scope to include a wider range of CCS to strengthen synergies and multidisciplinary cooperation, and promote a more dynamic market.
- Simplify procedures: The application procedures, as well as the administrative, audit and reporting requirements need to be simplified and aligned with the amount of funding and the size of the projects. It is crucial to take into account the low level of formalisation of CCS organisations in PALOP-TL, as well as the low level of management, strategic and entrepreneurial skills among professionals. The complexity and rigidity of procedures was responsible for significant delays and has led to discouragement among beneficiaries.
- Strengthen the role and resources of technical support: Close and continuous accompaniment to potential applicants and beneficiaries is essential to ensure wide access to the resources provided and the successful implementation and sustainability of the funded projects. Given the geographical distance and the different national contexts, there is a need for closer and regular decentralised accompaniment to potential and actual beneficiaries, and to ensure the visibility of the regional, European, and international dimensions of the project. Project implementation teams should be set up in all countries. They will support local actors, network, liaise with various stakeholders, especially government, and disseminate relevant information and opportunities.
- Decentralise beneficiaries and activities outside capital cities: In PROCULTURA, a large number of beneficiaries were concentrated in the capital cities, where resources are generally more abundant. Greater decentralisation is essential to promote dynamic ecosystems and to ensure fairer access to the Action for CCS operators in the provinces.
- Reinforce communication and showcase: The project should improve communication for the promotion of networking between beneficiaries at national and regional level, in order to foster potential synergies and collaboration. It should also ensure the showcasing of the experience and impact of the projects and beneficiaries supported, to raise the awareness of public institutions regarding the importance of the CCS for socioeconomic development and social cohesion, and to share best practices.
- Provide technical assistance and ensure regular policy dialogue with public authorities: Specific support to public policies and institutions is essential to help create an enabling context for growth and innovation, in particular to promote the necessary cross-sectoral interactions between the CCS and other relevant public and private actors (economy, banking, trade, education, social affairs, technology, tourism).

Recent EU and partner support programmes at national level have highlighted the importance of structuring cultural cooperation in ways that foster sustainable cultural ecosystems in Africa. Key lessons from these initiatives underline the value of local ownership, capacity building, job creation, equitable access to cultural resources and the promotion of cultural diversity. In particular, it has been found that the involvement of multiple public and private stakeholders, the development of intra-regional partnerships and the facilitation of networks within Africa - as well as between Africa and Europe - enhance the effectiveness and resilience of cultural initiatives.

- The ACP-EU Culture Programme has demonstrated that the use of regional “hubs” with cascading grants across West, East, Central and Southern Africa can successfully empower African implementing partners. By integrating experienced African partners into management consortia, this approach facilitates the transfer of expertise and creates an environment conducive to the development of the CCS at regional level.
- The CreatiFI programme presents innovative financing approaches for the cultural and creative industries (CCIs) in selected countries, including Mozambique, going beyond traditional grants and helping cultural organisations achieve greater financial independence. Some of the foreseen outputs, such as the study on the cultural sector economic contribution will be important inputs for the present Action.

2.3 Problem Analysis

Short problem analysis:

The cultural and creative sectors (CCS) in the PALOP-TL countries face significant challenges that hinder their growth, sustainability, and international competitiveness. These include insufficient professional skills, a fragmented entrepreneurial ecosystem, inadequate technical support, limited access to markets, and weak synergies among stakeholders. Furthermore, disparities between capital cities and provinces exacerbate inequalities in access to resources, infrastructure, and opportunities.

The following problems are addressed by SO1 - Improve professional skills and competences of the cultural and creative sectors to enhance entrepreneurial development, particularly of women, youth and persons with disabilities:

a. Insufficient professional skills and competences:

The CCSs in the PALOP-TL countries often lack adequately trained professionals with the necessary skills and competences. There is a gap in education and specialised training that addresses both technical and entrepreneurial skills, which limits the growth, innovation and sustainability of artistic, cultural and creative projects. Despite the relevant contributions of initiatives such as PROCULTURA, many professionals in the CCSs still lack essential technical, managerial, strategic, administrative, communication and entrepreneurial skills. This gap affects their ability to plan, raise awareness, build partnerships, raise funds and generate income.

b. Fragmented and underdeveloped entrepreneurial ecosystem:

The entrepreneurial ecosystem within the CCSs in PALOP-TL countries is underdeveloped, with limited access to financial resources, business training, and markets. Creatives face difficulties in transforming their talents into sustainable business models. As a result, many cultural and creative professionals find it difficult to develop their projects or businesses, limiting job creation, reducing economic contribution and missing opportunities for regional and international growth.

c. Inadequate technical support and capacity-building initiatives:

Public or private initiatives providing technical support to creative projects and stakeholders are insufficient or poorly tailored to the specific needs of the cultural sector in PALOP-TL countries. There is a need for specific technical skills, project management and technological know-how to improve capacity development. This results in limited capacity to produce creative and innovative projects and to scale up effectively. The lack of appropriate capacity building initiatives means that creative professionals remain isolated and ill-prepared to take advantage of new digital technologies and approaches.

d. Weak synergies and networking opportunities:

Collaboration between sector-wide stakeholders in PALOP-TL countries is fragmented, with few platforms and opportunities for cross-sector partnerships. Networking between creative professionals, government agencies, private sector actors and international organisations is underdeveloped, resulting in missed opportunities for synergy and growth. The main implication is that the CCS remains siloed, limiting its ability to take advantage

of collective resources, shared knowledge and common projects. This atomisation hinders the growth and sustainability of the sector.

e. Barriers to accessing international markets:

Creatives in PALOP-TL countries face significant challenges in accessing international markets having limited digital presence and lack of market readiness. These barriers prevent them from competing on the global stage. The main impact is that local creators find it difficult to monetise their work on a global scale, resulting in under-utilisation of creative potential and missed economic opportunities. It also limits global exposure for the unique cultural expressions of PALOP-TL countries.

f. Disparities between capital cities and provinces:

In PALOP-TL countries, there is a striking contrast in the distribution of resources, opportunities and infrastructure between capital cities and provincial areas. Cultural institutions and spaces, such as "houses of culture" and cultural centres outside the capital cities, are often in poor condition. These facilities lack the necessary infrastructure, equipment and qualified staff to function as vibrant spaces for artistic creation, learning and cultural exchange. Due to this disparity, creative and cultural professionals outside the capitals face unstable and difficult conditions, which limit their access to opportunities for professional growth and cultural development. This situation results in an over-concentration of talent and resources in capital cities, leaving rural areas, secondary cities, and small towns with fewer creative and cultural outcomes.

The following problems are addressed by SO2 - Increase dissemination and commercialisation of PALOP-TL cultural and creative products and services:

a. Limited mobility of cultural and creative professionals:

Mobility for cultural and creative professionals within the PALOP-TL countries and beyond is limited. This reduces opportunities for collaboration, skills development and international exposure, which are crucial for the growth of the CCS. The main effect of this situation is the isolation of cultural and creative professionals, limiting regional and international collaboration and exposure to new ideas, markets and opportunities. This isolation stifles innovation and reduces the competitiveness of PALOP-TL's cultural products and services on the international stage.

b. Limited dissemination channels:

The cultural and creative products and services of the PALOP-TL countries struggle to reach a wider audience due to underdeveloped distribution channels. There is limited infrastructure for the distribution of their outputs both locally and internationally, which reduces their visibility and accessibility. The consequence is that creators and cultural operators are unable to reach wider markets, resulting in under-utilisation of their products and services and missed opportunities to generate revenue. It also limits cultural exchanges and global recognition of PALOP-TL countries' creative services and cultural heritage.

c. Challenges in commercialisation:

Cultural and creative products and services from PALOP-TL countries face difficulties in being effectively commercialised, which limits their ability to generate sustainable income. Many cultural outputs are not market-ready or lack the necessary business strategies to succeed in local and global markets. As a result, creators find it difficult to monetise their work, which hinders the development of sustainable cultural and creative industries in the region. It also limits job creation and economic growth in this sector.

The following problems are addressed by SO3 - Strengthen the capacities of the public sector to develop/implement policies, legal frameworks, and measures in favour of the cultural and creative sectors.

a. Lack of comprehensive cultural and creative policies:

Many PALOP-TL countries lack robust and comprehensive cultural policies that address the full range of needs in the cultural and creative sectors. The reasons identified are: (i) insufficient strategic priority given to CCSs in national development agendas; (ii) limited stakeholder engagement during the policy development process, resulting in policies that do not reflect the realities of the sector; (iii) lack of data and research on the contribution of the CCS to economic and social development that could justify policy development. As a result, in the absence of comprehensive cultural and creative policies, the CCSs do not benefit from the guidance and support they

need to grow. The result is missed opportunities for economic development, cultural promotion and social cohesion.

b. Inadequate implementation of existing policies:

Though there are cultural policies in place in some of the countries, there is often a big gap between policy-making and effective implementation. Public institutions often lack the resources, expertise and frameworks to bring these policies to life, therefore policies remain ineffective or fail to deliver the desired results, leading to stagnation in the CCSs. This perpetuates a cycle of under-investment and limited development, with public sector initiatives failing to deliver tangible benefits to creators.

c. Fragmented legal and policy frameworks at regional and international levels:

The underdevelopment and fragmentation of policy and regulatory frameworks in PALOP-TL countries is a major impediment to the growth of the cultural and creative sectors (CCS). Without adequate supportive policies and awareness of the existing policy frameworks at regional and international levels the dissemination and commercialisation of cultural products is stunted, resulting in reduced competitiveness for creators. This lack of policy support also weakens the protection of intellectual property rights, making it difficult for creators to thrive on a global scale. In addition, the fragmented nature of legal frameworks at national, regional and international levels makes cross-border collaboration difficult. Creators from PALOP-TL face obstacles in accessing international markets and effectively promoting their cultural products and services. As a result, PALOP-TL countries struggles to capitalise on its unique cultural assets, limiting its potential for growth and integration into the global economy.

d. Limited public sector capacity to support the CCS:

The public sector lacks the expertise, institutional structures and financial resources to effectively support the development of the CCS. Cultural development is often seen as of lower priority than other sectors of the economy. The consequences are that public sector initiatives in the cultural and creative field remain sporadic, underfunded and ineffective; and the lack of a coherent strategy means that creators and cultural institutions receive little or no institutional support, limiting the sector's ability to thrive.

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

a. Non-State Actors

CCS operators, civil society organisations and private sector:

Cultural operators (artists, technicians, entrepreneurs, associations, SMEs) are key stakeholders in the creation and promotion of cultural products and services, as well as in cultural advocacy. Many cultural organisations are active in the PALOP-TL countries, representing a very dynamic sector, which however is lacking appropriate regulatory frameworks and business incentives, with little public financial support and therefore weak capacity to manage projects with large budgets. Local CCS operators and CSOs will be the main beneficiaries of the Action, as they need capacity building, access to markets, and support for project management to ensure their contributions to cultural and economic growth. Youth, women, gender-diverse artists and creatives, and persons with disabilities participation and empowerment activities will be included in all components at all stages of the project cycle.

The general public in PALOP-TL and beyond:

The general public (youth, students, families, individuals, local communities, urban and rural) will benefit from this initiative that aims to enrich and diversify the cultural landscape across the region. Greater exposure to PALOP-TL cultural and creative productions will foster a better understanding and appreciation of regional cultural diversity. The initiative will lead to more impactful cultural events, exhibitions and performances, benefiting general audiences with higher quality artistic content.

b. Public Actors

Ministries of Culture:

In the PALOP-TL region, the ministries responsible for economic policy, finance and particularly labour and vocational training generally lack comprehensive data, information and awareness of the socio-economic potential of the cultural sector. Ministries of culture generally operate with limited budgets and staff, although conditions vary from country to country. There are also significant gaps in operational cooperation between ministries of culture and other public institutions, which often result in the cultural sector being side-lined from wider development strategies. With the Action's support, the ministries of culture will play a pivotal role, by identifying the appropriate measures to improve the CCS legal framework and policy implementation at national and regional level and gather statistical data on the sector contribution.

Education and training institutions:

Training and education in the cultural sector in the PALOP-TL region remains limited. In the framework of the Action, training and education institutions will be able to strengthen their training offer to cover cultural management, communication, and the application of digital technologies in the cultural sectors, which could boost employability and entrepreneurship in cultural fields.

The above mentioned stakeholders were involved during the design of the Action, both through interviews during the formulation missions carried out in all PALOP-TL countries, and the subsequent debriefing workshops.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this Action is to enhance employability in the cultural and creative sectors (CCS) in the PALOP-TL countries, by strengthening skills, cooperation and mobility.

The Specific Objectives of this Action are to:

1. Improve professional skills and competences of the cultural and creative sectors to enhance entrepreneurial development, particularly of women, youth and persons with disabilities.
2. Increase dissemination and commercialisation of PALOP-TL cultural and creative products and services.
3. Strengthen the capacities of the public sector to develop/implement policies, legal frameworks, and measures in favour of the cultural and creative sectors.

The Outputs to be delivered by this Action contributing to the corresponding Specific Objectives are:

Contributing to Specific Objective 1

- 1.1. Enhanced professional skills and competences on entrepreneurship and project management for CCS operators.
- 1.2. Enhanced capacity of CCS professionals to reach wider audiences and commercialise their work.
- 1.3. Strengthened collaboration and knowledge sharing among CCS stakeholders.

Contributing to Specific Objective 2

- 2.1 Increased participation of PALOP-TL artists and CCS professionals in regional, European and international events.
- 2.2 Increased cultural cooperation at regional level between PALOP-TL countries.
- 2.3 Increased cultural cooperation, exchanges and dialogue between CCS operators from PALOP-TL countries and their European and international counterparts.

Contributing to Specific Objective 3

- 3.1 Improved policy and legal frameworks for the CCS developed/implemented and disseminated.
- 3.2 Enhanced capacities of public institutions staff on policy implementation, sector management, and to fight inequalities in the CCS.

3.2 Indicative Activities

Activities relating to Output 1.1 may include, amongst others:

- Produce and promote training workshops, webinars, guidelines and templates to develop the necessary skills and know-how of CCS professionals, particularly for women, youth, and persons with disabilities, to develop entrepreneurship and effective project application, management, communication and reporting.
- Provide to project promoters ongoing mentorship, feedback and advice, on project design and management, access to finance, as well as monitoring and evaluation, to ensure successful implementation, outcomes and sustainability.
- Support for the consolidation of the training institutions and courses supported under PROCULTURA.

Activities relating to Output 1.2 may include, amongst others:

- Allocate funding to implement small-scale structuring projects (tentatively 10,000 to 30,000 EUR) at national level that focus on skills development (including digital skills and use of e-commerce platforms), management improvement and market expansion within the cultural and creative sector.

Activities relating to Output 1.3 may include, amongst others:

- Organise networking events and create digital platforms for professionals (most notably project promoters) to connect and collaborate, share experiences and best practices, disseminate and explore further opportunities as well as serve as external showcase for a wider public.

Activities relating to Output 2.1 may include, amongst others:

- Set up a programme of mobility grants for artists, cultural and creative professionals, particularly women, youth, and persons with disabilities, to participate in regional, European and international events, promoting collaboration and improving skills. The programme may cover:
 - Travel and accommodation costs to participate in European and international events such as co-creation residencies, festivals, exhibitions, fairs/markets, showcases, training workshops conferences and other networking events.
 - Invitations and hosting of incoming European and international artists and cultural organisations to take part/perform in events such as residencies, festivals, fairs/markets, showcases, training workshops, conferences and other networking events. Synergies will be sought with other EU (or other) programmes for this activity.
 - Internships and job-shadowing opportunities, both within PALOP-TL countries, European countries, and internationally, to enhance skills and learning for trained professionals.

Activities relating to Output 2.2 may include, amongst others:

- Allocate grants to collaborative projects (tentatively 50,000 to 250,000 EUR) involving at least 2 PALOP-TL countries. These projects might encompass, amongst others: joint exhibitions, collaborative performances, cross-border workshops, shared research initiatives, regional festivals, major cultural events, multi-country exhibitions, and co-creation residencies that strengthen regional, European, and international links and promote cultural exchanges.

Activities relating to Output 2.3 may include, amongst others:

- Organise and support networking events, workshops, and seminars and digital platforms to connect artists, cultural and creative operators (public sector institutions, individual professionals, NGOs, and companies) from the PALOP-TL countries with their European and international counterparts to promote cooperation, exchange of knowledge and best practices in the cultural and creative sectors.

Activities relating to Output 3.1 may include, amongst others:

- Provide technical support to public sector institutions (including through peer-to-peer activities with European public institutions) to support policy and legal frameworks developments, for example to bring existing policies/regulations in line with contemporary needs and international standards.

- Support the dissemination and implementation of existing regulations and policies (via information campaigns, awareness raising and training).
- Upgrade statistical and information systems to better track and report on the cultural and creative sectors.
- Support the digitisation and implementation of technological solutions for public services and cultural institutions to enhance accessibility and efficiency.

Activities relating to Output 3.2 may include, amongst others:

- Deliver training programmes for staff of public institutions and decentralised bodies (including through peer-to-peer activities with European public institutions) on various aspects of policy implementation, sector management, and gender equality and inclusion.
- Commission and conduct thematic studies on the state and needs of the CCS, including a gender and inclusion strategy to fight inequalities in the sector.

3.3 Mainstreaming

Environmental Protection & Climate Change

The cultural and creative sector can make a strong contribution to raising awareness of climate change and promoting sustainable behaviour change. Similarly, traditional knowledge and practices can be used to promote sustainable resource use and conservation, while creative solutions may be developed to address the impact of climate change on cultural heritage, in particular with a view to promoting environmentally friendly and sustainable cultural tourism practices. Examples of activities that could be supported are: a co-creative engagement and active partnerships in the regeneration of urban spaces; encouraging activities promoting environmental protection, etc.

Outcomes of the SEA screening: N/A

Outcomes of the EIA (Environmental Impact Assessment) screening: N/A

Outcome of the CRA (Climate Risk Assessment) screening: N/A

Gender equality and empowerment of women and girls

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is a significant objective of the project. In the PALOP-TL region, there is a lack of available data on the overall profile of the cultural sector and, in particular, on the role and degree of feminisation of the sector. However, literature and anecdotal evidence suggest that some cultural sub-sectors, such as fashion design, are more feminised, while others, such as certain crafts (particularly those involving wood) and live music and performing arts, are predominantly masculine. It remains a taboo for women to perform on stage in certain communities. Women are under-represented in cultural organisations and groups, especially in leadership roles. Entrepreneurship and business creation, as well as all digital and technical professions, are activities traditionally less associated with women. Marriage and children at an early age prevent women from pursuing careers, especially in the arts, which require great dedication and irregular schedules. In addition, social norms, especially in the provinces, make it difficult for women to break through prejudices and challenge traditional roles and expectations.

The calls for proposals will include provisions to prioritise women's, youth and persons with disabilities' participation in the process, to promote gender-sensitive activities in the sector and to create favourable conditions for disadvantaged young people (including women and girls) to access training and employment opportunities. Specific evaluation criteria will be included for projects presented by or targeting women.

Human Rights

The Action integrates human rights, intercultural dialogue and cultural diversity throughout its cycle, in line with the 2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions. It follows a human rights-based approach, emphasising inclusive participation, accountability and non-discrimination in all its activities. It promotes cultural rights and democracy by creating safe spaces for artistic expression, dialogue and debate, particularly in PALOP-TL countries where democratic values may be challenged. It uses artistic expression

to drive change, empower communities and address issues such as the impact of recent crises. By strengthening the capacity of cultural operators, promoting decent working conditions and respecting cultural diversity, the initiative promotes civic and political engagement.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that disability is a significant objective of the project. The inclusion of people with disabilities in the cultural and creative sectors of the PALOP-TL countries is not yet sufficiently taken into account. Although some disability-focused initiatives have taken place, raising awareness of the need to embrace diversity in this sector, these efforts remain very isolated, without structured and coherent support. Cultural spaces, both physical and digital, remain largely insensitive to the specific accessibility needs of people with disabilities. The lack of a solid legal and policy framework for accessibility in cultural spaces also contributes to this situation. In this context, persons with disabilities are often excluded as producers and consumers in cultural spaces. In line with Art. 30 of the UN Convention on the Rights of Persons with Disabilities to which the EU and all PALOP-TL countries are parties, the Action will systematically adopt reasonable accommodation measures to ensure the inclusion of persons with disabilities in all activities, in particular those related to capacity building and training, mobility grants, and networking. Attention will be paid to ensuring that policies and legal frameworks, in particular laws protecting intellectual property rights, do not constitute discriminatory barrier to participation or to access by persons with disabilities to cultural materials. In contrast, the Action will promote physical or digital standards that facilitate access for all, including persons with disabilities.

Reduction of inequalities

The Action reduces inequalities by improving employability and skills development in the cultural and creative sectors, especially for vulnerable groups such as women, youth, and persons with disabilities. It targets disadvantaged groups by providing training, market access and entrepreneurial support, thereby removing barriers to economic participation. The Action will contribute to reduce geographical disparities by dynamising the cultural sector at decentralised level, thereby spreading economic benefits more evenly. It promotes gender equality by prioritising women's participation in cultural and entrepreneurial activities. It will also support public institutions to develop inclusive policies and legal frameworks that lead to more equitable opportunities in the cultural sector.

Democracy

Cultural values shape the structure and perception of societies and their systems of governance. As culture serves as an important and inclusive means of expression and participation for citizens, there is a strong link between cultural engagement, democratic openness, political participation, social trust and general well-being. Accordingly, the Action will ensure the broad participation of different stakeholders and promote dialogue between them in order to foster a culture of mutual understanding, debate and respect for different opinions and perspectives. By strengthening the capacity of cultural operators, the Action aims to enhance their role in society, thereby promoting their engagement and increasing public participation.

Conflict sensitivity, peace and resilience

In some PALOP-TL countries, the Action will be implemented in parallel with other EU-funded initiatives that specifically use culture to promote dialogue and peace in communities traumatised by the internal divisions caused by civil war or other conflicts. While focusing more specifically on culture as a driver of social and economic development, the Action will adopt a conflict-sensitive approach to ensure that the cultural expressions promoted lead to increased dialogue and more tolerant societies.

Disaster Risk Reduction: N/A

Other considerations if relevant:

Digitalisation: Digital technology plays an essential role in the development of the CCS in the PALOP-TL countries, especially for young people. It offers CCS professionals' powerful tools to increase their visibility and reach a wider audience. Online platforms, social networks and content-sharing sites enable artists and creators to disseminate their work beyond local borders, broadening their regional and international reach. In addition, digital technologies facilitate the monetisation of cultural creation. Artists can sell their work, offer subscriptions or exclusive content via digital platforms, generating income in a more direct and diversified way. Digital also contributes to access to online training and educational resources, enabling young creators and professionals to take courses, workshops and tutorials to improve their technical, entrepreneurial and digital skills. Digital tools also encourage collaboration between artists and creators, even at a distance, by enabling remote working, co-creation and the exchange of ideas. In addition, the growth of digital skills has become essential for project management, communication and production in the creative sectors.

3.4 Risks

Category	Risks	Likelihood (High/ Medium Low)	Impact (High/ Medium Low)	Mitigating measures
External environment	The political environment and increased insecurity make it impossible to carry out activities in certain regions of the PALOP-TL countries.	Medium	Medium	The project will include activities in all 6 countries, with dedicated teams covering each country. Appropriate technological means will also be used to cover all regions. Should the situation require the suspension of activities in a particular area, in extreme cases, activities/resources could be redeployed to safer locations.
External environment	Turnover and changes in the composition/portfolio of cultural institutions in PALOP-TL	High	Medium	The project management structure will ensure continuous dialogue and involvement of national institutions and authorities responsible for culture to ensure their buy-in, which is essential for sustainability.
Planning, processes and systems	Overly centralised decision making and heavy administrative procedures lead to delays (e.g. in activities and release of funds)	Medium	High	The selected implementing Agency will ensure that the teams established in the PALOP-TL countries have sufficient autonomy to adapt activities to country needs. It will also have to demonstrate its capacity to adapt its procedures (e.g. for grants) so that they are proportionate to the amount of the funding and the size of the projects.
Planning, processes and systems	Lack of capacity of cultural stakeholders to benefit from the	High	High	The project will perform capacity assessments of the stakeholders that will inform the adaptation of the activities. Competition procedures will be simple and transparent. It will ensure targeted communication to all stakeholders and

	opportunities provided			identify key stakeholders to act as info contact points. It will provide training, coaching and support for drafting applications.
People and Organisation	Unequal competition between public and private stakeholders	Medium	Medium	Quotas or distinctive lots per target beneficiary (i.e. public/private) will ensure equitable participation.
External environment	Development of capacities may not lead to access to the labour market.	High	High	Provision of mobility schemes and other opportunities in order to put learnings, competences acquired and ideas into action.
External environment	High level of resistance prevents women from fully benefitting from opportunities offered by the project.	Medium	Medium	Specific communication and training activities ahead of the launch of the projects' selection process will ensure an adequate environment for women to fully participate in the project. Provisions will be integrated in the guidelines for the projects' selection process to promote women's participation and implementation of gender balanced activities in the projects.

3.5 The Intervention Logic

Firstly, the Action focuses on enhancing professional skills and capacities by providing training workshops, mentorship, and financial support. **IF** CCS professionals, particularly of women, youth, and persons with disabilities, acquire new skills and technical competencies and gain access to the resources needed to develop their projects, **THEN** a more capable and entrepreneurial workforce will emerge within the sector, **BECAUSE** these foundational elements empower professionals to innovate, manage, and grow their initiatives. **ASSUMING THAT** public and private sector stakeholders will engage actively with the training and resources offered, that there will be ongoing demand for CCS skills driven by market needs, and that practitioners will apply the skills and knowledge acquired.

Secondly, the Action aims to expand market access for PALOP-TL cultural products through initiatives like mobility grants, networking events, and improved digital platforms. **IF** PALOP-TL cultural products can reach wider audiences through these enhanced distribution channels, and **IF** digital platforms provide greater visibility, **THEN** the financial sustainability of the CCS will improve, **BECAUSE** increased market reach and visibility allow cultural products to generate revenue and contribute to economic growth. **ASSUMING THAT** demand for PALOP-TL cultural products will be sustained both locally and internationally, that digital infrastructure will support market expansion, and that cultural entrepreneurs and artists will engage with new distribution channels.

Finally, the Action supports the development of policy frameworks that are conducive to the growth of the CCS by building public sector capacity through technical assistance, policy development, and regulatory reform. **IF** the public sector receives the necessary training and technical support, and **IF** policies are updated to address CCS needs effectively, **THEN** a stable, enabling environment for the cultural sector will develop, **BECAUSE** supportive frameworks encourage investment and create long-term stability for the CCS. **ASSUMING THAT** policymakers are committed to implementing supportive policies, that there is a stable political and economic environment, and that public sector staff engage actively with training and policy initiatives.

With these outputs in place, the Action is expected to achieve several key objectives: as CCS professionals, particularly of women, youth, and persons with disabilities, gain enhanced skills and technical expertise, they will be better equipped to lead innovative projects, contributing to a skilled and resilient workforce; with an expanded market

presence, PALOP-TL cultural products will gain visibility and sales, securing the sector's financial sustainability; and strengthened public sector support through improved policies will create an environment that encourages CCS development. **ASSUMING THAT** CCS practitioners continue to apply their skills, that there is strong market demand for cultural products and services, and that stakeholders maintain investment in the CCS.

Achieving these results paves the way for the broader impact of the Action: increased employability and economic growth within the CCS in the PALOP-TL region. A skilled workforce, backed by improved market access and supportive policies, will contribute in the long run to sustainable job creation (impact), particularly benefiting women, youth, and persons with disabilities. Growth within the CCS will also aid in economic diversification and foster social cohesion, strengthening regional identity across the PALOP-TL countries. **ASSUMING THAT** demand for PALOP-TL cultural products will continue to grow, that the political and economic climate will remain supportive, and that the EU and other stakeholders will sustain interest in and support for the regional CCS. **BECAUSE** these elements create a foundation for sustainable growth, innovation, and economic resilience. This approach, with a focus on empowering women, youth, and persons with disabilities, will ultimately contribute to economic growth, job creation, and social cohesion across the PALOP-TL.

3.6 Logical Framework Matrix

This indicative logical framework constitutes the basis to design more detailed logical framework matrix(-ces) at contracting which will be used for monitoring, reporting and evaluation. The logical framework matrix(-ces) at contract level should include relevant indicators identified in this section.

The expected outputs and related indicators (with baselines and targets) may be updated during the implementation of the action, no amendment being required to the Financing Decision.

In case baselines and targets are not available for the action at the time of adoption of the Financing Decision, they should be provided for each indicator at signature of the contract(s) linked to this Financing Decision, or in the first progress report at the latest. New columns may be added to set intermediary targets for the output and outcome indicators whenever relevant.

PROJECT and BUDGET SUPPORT MODALITIES						
Results	Results chain (a): Main expected results (maximum 10)	Indicators (a): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To enhance employability in the cultural and creative sectors (CCS) in the PALOP-TL countries, by strengthening skills, cooperation and mobility	<ol style="list-style-type: none"> Increase in employment rates within the CCS in PALOP-TL countries (disaggregated by sex, age and disability) Economic growth in the CCS, measured through increased revenue generation from cultural products and services. 	<p>1. Ref. Year 2023</p> <ul style="list-style-type: none"> - Lack of detailed statistics on employment in the CCS for PALOP-TL countries (highlighting the need to improve data collection). - Employment-to-population ratio, based on the latest available data from the ILO and the WB: - <u>AO</u>: 76% 80% (M) / 72% (F) - <u>CV</u>: 55% 60% (M) / 50% (F) - <u>GW</u>: 70% 75% (M) / 65% (F) - <u>MZ</u>: 75% 80% (M) / 70% (F) - <u>STP</u>: 60% 65% (M) / 55% (F) - <u>TL</u>: 50% 55% (M) / 45% (F) <p>2. Ref. Year 2023</p> <ul style="list-style-type: none"> - Lack of detailed statistics on CCS economic growth. - Real GDP growth rates for the PALOP-TL countries (based on available data from the WB and IMF): - <u>AO</u>: 2,5% > 4% (2024) - <u>CV</u>: 4% > 4,5% (2024) - <u>GW</u>: 3,5% > 3,8% (2024) - <u>MZ</u>: 4,2% > 4,5% (2024) - <u>STP</u>: 2,8% > 3% (2024) - <u>TL</u>: 3% > 3,2% (2024) 	<ol style="list-style-type: none"> A 6% increase in employment within the CCS across PALOP-TL countries by the end of the Action. Real GDP growth increases in the CCS by the end of the Action, for each country 	<ul style="list-style-type: none"> - National statistic EUROSTAT / UNESCO / UNCTAD / World Bank (WB) - National Accounts Data / ILO's World employment and social outlook reports. - Project monitoring and evaluation reports. 	Not applicable

OUTCOMES						
Outcome 1	Improved professional skills and competences of the cultural and creative sectors to enhance entrepreneurial development, particularly of women, youth and persons with disabilities.	<p>1.1 % of participants reporting improved entrepreneurial skills (disaggregated by sex, age and disability).</p> <p>1.2 # of new or expanded CCS businesses or initiatives.</p>	<p>1.1 0</p> <p>1.2 0</p>	Targets to be defined on the first year of the programme by the implementing partners.	<p>1.1 Post-training evaluations, participant surveys, and self-assessment reports.</p> <p>1.2 Business registration data, project monitoring reports, and participant surveys.</p>	<p>-Professionals in the CCS will engage in the training and development opportunities offered, motivated to improve their skills and launch or expand initiatives.</p> <p>-Participants have sufficient access to resources (e.g., internet, digital tools) to fully engage in training, networking, and entrepreneurial activities (digital skills and e-commerce platforms).</p> <p>-The political and economic environment in PALOP-TL countries remains stable and supportive, enabling CCS professionals to apply new skills, start businesses, and pursue entrepreneurial activities.</p> <p>-There is a sustained or growing market demand for CCS products and services locally, regionally, and internationally, which motivates participants to leverage their enhanced skills and entrepreneurial capacity.</p>

Outcome 2	Increased dissemination and commercialisation of PALOP-TL cultural and creative products and services.	<p>2.1 % increase in sales or revenue from CCS products and services.</p> <p>2.2 # of collaborative projects or partnerships across PALOP-TL countries.</p> <p>2.3 Increased audience reach for PALOP-TL cultural products</p>	<p>2.1 0</p> <p>2.2 0</p> <p>2.3 Baseline to be defined on the first year of the programme by the implementing partners</p>	<p><i>Targets to be defined on the first year of the programme by the implementing partners.</i></p>	<p>2.1 Sales data, revenue reports from CCS professionals, and project financial monitoring data.</p> <p>2.2 Partnership agreements, monitoring reports and event documentation.</p> <p>2.3 Platform usage data, event attendance records and marketing reports.</p>	<p>-There is a sustained or growing interest in PALOP-TL cultural products, both nationally and internationally, which encourages commercialisation efforts.</p> <p>-Adequate infrastructure (digital platforms, distribution networks, event venues) is accessible to support the dissemination and sales of CCS products.</p> <p>-PALOP-TL countries maintain a stable environment that allows artists to travel and collaborate without significant restrictions.</p> <p>-International stakeholders are willing to engage in partnerships and showcase PALOP-TL cultural products, expanding market opportunities.</p>
Outcome 3	Strengthened capacities of the public sector to develop/implement policies, legal frameworks, and measures in favour of the cultural and creative sectors.	<p>3.1 Increased public sector budget or resources for CCS.</p> <p>3.2 Implementation of a gender and inclusion strategy within CCS policy.</p>	<p>3.1 Baselines to be defined on the first year of the programme by the implementing partners</p> <p>3.2 No implementation of a gender and inclusion strategy.</p>	<p><i>Targets to be defined on the first year of the programme by the implementing partners.</i></p>	<p>3.1 Government budget reports, financial statements and official allocation records.</p> <p>3.2 Policy documents, strategic plans and government announcements confirming the integration of gender and inclusion policies.</p>	

OUTPUTS (for an action implemented as a project)						
Output 1 relating to outcome 1	1.1 Enhanced professional skills and competences on entrepreneurship and project management for CCS operators.	<p>1.1.1 # of people who have benefited from institution or workplace based VET/skills development interventions supported by the EU: (a) all VET/skills development (disaggregated by sex, age and disability). GEF 2.14</p> <p>1.1.2 % of participants reporting improved skills in key areas (e.g. entrepreneurship, project management, digital skills) (disaggregated by sex, age and disability).</p> <p>1.1.3 % of trained participants using new skills in CCS projects or initiatives (disaggregated by sex, age and disability).</p>	<p>1.1.1 0</p> <p>1.1.2 0</p> <p>1.1.3 0</p>	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	<p>1.1.1 Attendance records, certificates of completion and participant feedback forms.</p> <p>1.1.2 Post-training evaluations, participant surveys and self-assessment reports.</p> <p>1.1.3 Follow-up surveys, project monitoring reports, and feedback from participants.</p>	<p>-High level of target group engagement including young people and women.</p> <p>-Training is accessible to participants, including those with limited resources or in remote areas.</p> <p>-The local CCS environment provides opportunities for participants to apply their new skills to real-world projects or business initiatives.</p>
Output 2 relating to outcome 1	1.2 Enhanced capacity of CCS professionals to reach wider audiences and commercialise their work.	<p>1.2.1 # of grassroots civil society organisations benefitting from (or reached by) EU support (by country and subsector). GEF 2.28</p> <p>1.2.2 % of funded projects reporting positive outcomes in terms of skills development and market access.</p> <p>1.2.3 Increase in revenue or audience reach for funded projects.</p>	<p>3.2.1 0</p> <p>3.2.2 0</p> <p>3.2.3 Baselines to be defined on the first year of the programme by the implementing partners</p>	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	<p>1.2.1 Project funding records, grant agreements and monitoring reports.</p> <p>1.2.2 Project reports, surveys of project managers and market access records.</p> <p>1.2.3 Financial statements from funded projects, attendance or viewing figures and market reports</p>	<p>-There is a pool of eligible and motivated operators with project proposals that align with the Action's objectives.</p> <p>-Project leaders have the capacity and resources to manage funds effectively, ensuring positive outcomes in terms of skills development and market access.</p> <p>-There is sufficient demand in local or international markets for the products and services generated by these projects to support their commercial success.</p>
Output 3 relating to outcome 1	1.3 Strengthened collaboration and knowledge sharing among CCS stakeholders.	<p>1.3.1 # of networking events organised.</p> <p>1.3.2 # of CCS professionals and organisations actively engaged on digital platforms.</p>	<p>1.3.1 0</p> <p>1.3.2 0</p>	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	<p>1.3.1 Event attendance records, agendas and attendee feedback forms.</p> <p>1.3.2 Platform registration data, usage statistics and interaction metrics.</p>	<p>-CCS professionals and organisations are motivated to engage in networking events and digital platforms, seeking partnerships and collaborations.</p> <p>-Digital platforms are user-friendly, accessible and responsive to the needs of CCS stakeholders.</p>

		1.3.3 % of participants reporting new partnerships or collaborations (<i>disaggregated by sex, age and disability</i>).	1.3.3 0		1.3.3 Post-event surveys, follow-up interviews, and reports from digital platform activity.	-Participants remain actively engaged after the initial networking events, sustaining collaborative relationships and business development efforts.
Output 1 relating to outcome 2	2.1 Increased participation of PALOP-TL artists and CCS professionals in regional European and international events.	<p>2.1.1 # of mobility grants awarded to PALOP-TL artists and cultural operators (<i>disaggregated by sex, age and disability</i>).</p> <p>2.1.2 % of grantees participating in international events (<i>disaggregated by sex, age and disability</i>).</p> <p>2.1.3 % of beneficiaries reporting new professional opportunities or partnerships (<i>disaggregated by sex, age and disability</i>).</p>	<p>2.1.1 0</p> <p>2.1.2 0</p> <p>2.1.3 0</p>	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	<p>2.1.1 Grant records, recipient lists, and participant travel documentation.</p> <p>2.1.2 Attendance records, certificates of attendance and reports from international events.</p> <p>2.1.3 Post-event surveys, follow-up interviews and participant feedback</p>	<p>-Internationally, there are ample opportunities and events that align with the goals of CCS professionals and allow them to effectively showcase their work.</p> <p>-PALOP-TL artists and cultural practitioners have access to visas, travel permits and funding to travel and participate in international events without major restrictions.</p> <p>-CCI operators in PALOP-TL countries have sufficient management capacity for elaborating and implementing efficient projects.</p> <p>-International stakeholders, such as organisers and institutions, are interested in engaging with PALOP-TL participants to promote opportunities for cultural exchange and partnerships.</p>
Output 2 relating to outcome 2	2.2 Increased cultural cooperation at regional level between PALOP-TL countries.	<p>2.2.1 # of collaborative projects funded across PALOP-TL countries.</p> <p>2.2.2 % of collaborative projects reporting positive outcomes in terms of cultural exchange and partnership building</p>	<p>2.2.1 0</p> <p>2.2.2 0</p>	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	<p>2.2.1 Project funding records, grant agreements, and project documentation.</p> <p>2.2.2 Project evaluation reports, participant feedback, and records of cultural products or events created.</p>	<p>-CCS organisations and professionals in PALOP-TL countries are motivated and able to engage in cross-country collaborative projects.</p> <p>-Cultural and logistical conditions are conducive to effective collaboration, with shared goals and compatible working practices.</p> <p>-There is continued interest among CCS stakeholders and</p>

						audiences within the PALOP-TL countries to participate in and support regional and international cultural exchange initiatives.
Output 3 relating to outcome 2	2.3 Increased cultural cooperation, exchanges and dialogue between CCS operators from PALOP-TL countries and their European and international counterparts.	<p>2.3.1 # of networking and knowledge-sharing events organised.</p> <p>2.3.2 # of PALOP-TL and international participants attending events (disaggregated by sex, age and disability).</p> <p>2.3.3 % of participants reporting new international collaborations or knowledge gains (disaggregated by sex, age and disability).</p>	<p>1.1.1 0</p> <p>1.1.2 0</p> <p>1.1.3 0</p>	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	<p>2.3.1 Event records, attendance lists, and event agendas.</p> <p>2.3.2 Participant registration data, attendance records, and feedback forms.</p> <p>2.3.3 Post-event surveys, follow-up interviews and participant feedback.</p>	<p>-International partners are open and willing to collaborate, facilitating meaningful exchanges and opportunities for PALOP-TL operators.</p> <p>-Networking events and platforms are accessible to all participants, including those in remote locations or with limited resources.</p> <p>-Participants remain engaged and motivated to continue working together and applying the knowledge gained from the events after they have finished.</p>
Output 1 relating to outcome 3	3.1 Improved policy and legal frameworks for the CCS developed/implemented and disseminated.	<p>3.1.1 # of new or revised cultural policies and legal frameworks developed in consultation with civil society and adopted. GEF 2.29</p> <p>3.1.2 % of policies with inclusivity and gender sensitivity provisions.</p> <p>3.1.3 # of dissemination workshops related to legal frameworks.</p>	<p>3.1.1 0</p> <p>3.1.2 0</p> <p>3.1.3 0</p>	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	<p>3.1.1 Official government publications, policy documents, and legislative records.</p> <p>3.1.2 Policy documents, policy analysis reports and official adoption records.</p> <p>3.1.3 Minutes, attendance records and consultation reports.</p>	<p>-Political leaders in the PALOP-TL countries are committed to promoting CCS and supporting policy development and implementation.</p> <p>-Key stakeholders in the CCS, including artists, cultural organisations and private sector partners, are willing to participate in the policy development process.</p> <p>-Financial and technical resources are available to support both the development and effective implementation of new or revised policies.</p>
Output 2 relating to outcome 3	3.2 Enhanced capacities of public institutions staff on policy implementation, sector management and to fight inequalities in the CCS.	3.2.1 # of public sector staff trained in CCS policy implementation and management (disaggregated by sex, age and disability).	3.1.1 0	<i>Targets to be defined on the first year of the programme by the implementing partners.</i>	3.2.1 Training attendance records, completion certificates, and participant lists.	-Public sector staff in PALOP-TL countries are motivated to participate in training and actively engage in capacity building programmes.

		<p>3.2.2 % of trained staff demonstrating improved knowledge and skills in CCS management (disaggregated by sex, age and disability).</p> <p>3.2.3 Existence of a Strategy to promote gender equality and inclusion in the CCS.</p>	<p>3.1.2 0</p> <p>3.2.3 No Strategy</p>		<p>3.2.2 Pre and post training assessments, participant feedback and performance evaluations.</p> <p>3.2.3 Publication of the Strategy.</p>	<p>-Qualified trainers and sufficient resources are available to provide effective training tailored to the national CCS contexts of the PALOP-TL countries.</p> <p>-The institutional environment allows trained staff to effectively apply their newly acquired skills in CCS management and policy implementation.</p>
--	--	---	---	--	---	---

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the Republic of Mozambique.

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 entry into force of the financing agreement.

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 Implementation of the Budget Support Component: N/A

4.4 Implementation Modalities

The Commission will ensure that the EU rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹⁰.

4.4.1 Indirect Management with an entrusted entity

This action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

- Operational and financial capacity to develop and implement capacity-building initiatives for cultural operators.
- Capacity to provide financial support to third parties, with procedures proportionate to small scale funding.
- Experience carrying out similar regional or multi-country projects.
- Capacity to establish a partnership with complementary skills and experiences for the implementation of the project in a Team Europe approach.
- Established presence, partnerships and contacts in the PALOP-TL countries.

The implementation by this entity entails all activities contributing to the achievement of outcomes 1, 2 and 3.

4.4.2 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

In case no suitable entity is identified under section 4.4.1 it could be foreseen to implement this project in direct management (grants). The grant will contribute to achieving outcomes 1, 2 and 3 and all objectives and expected outputs of the action.

The type of applicants targeted for funding are legal entities, non-profit making Non-Governmental Organisations, (NGOs) or assimilated Civil Society Organisations, foundations, or respective networks, platforms or federations.

Other essential characteristics of the potential applicants shall be specified in the guidelines for applicants of the call for proposals.

¹⁰ 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.

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

Indicative Budget components	Financial Year N	
	EU contribution (amount in EUR)	Third-party contribution, in currency identified
Implementation modalities – cf. section 4.4		
Outcomes 1, 2 and 3		
Indirect management with an entrusted entity- cf. section 4.4.1	10 000 000	
Evaluation – cf. section 5.2 Audit – cf. section 5.3	Will be covered by another Decision	N.A.
Totals	10 000 000	

4.7 Organisational Set-up and Responsibilities

A Steering Committee (SC) will be established, to oversee the project results and activities and overall financial execution, as well as to conduct the policy dialogue. This Committee will be composed of one representative from each of the six Ministries of Culture of the PALOP-TL countries, one representative from each of the six EU Delegations, one representative from the Implementing entity and its partners, and the Project Management Unit (PMU). In addition, the beneficiaries of the selected projects and relevant public entities (indirect beneficiaries) may be invited as appropriate. The SC will meet twice a year, mainly by videoconference in order to reduce travel costs. Its main tasks will be to approve the broad outlines of the annual work plans and to validate the implementation framework in accordance with the project documents. The SC will approve the annual report of the project, thus ensuring accountability and transparency in its operations.

A Monitoring and Advisory Committee (M&AC) will be established in each country in order to strengthen sustainability and to contribute to the creation of a regional dynamic while promoting a national identity approach to the cultural sector. The M&AC will include a representative of the Ministry of Culture and a representative of the implementing entity, representatives of EUNIC members as appropriate, two representatives of the cultural sector (CSOs, private, institutions), and the representative of the respective EU Delegation. The Committee will meet at least once per quarter. The M&AC has no decision-making powers. It will contribute to ensuring coherence and technical support, sharing information within the Committee and with the cultural sector, and enhancing ownership by national stakeholders. The Committee will enable all relevant stakeholders to be informed and involved in the project implementation process.

The implementing partner will establish a Project Management Unit (PMU) and will oversee and coordinate the activities of the project. It will play a significant role in enhancing the program's content and value by providing technical support to local operators, fostering networking opportunities, liaising with all stakeholders, and disseminating pertinent sector information. This team will be tentatively based in Maputo, Mozambique, and will be structured to ensure the autonomy, effective decision-making, and implementation capacity needed for the project, with a focus on the specific expertise required.

Given the geographical distance and the different national contexts, the experience of the current PROCULTURA has highlighted the need for proximity and regular decentralised technical support to the sector and beneficiaries and to ensure the linkages between the regional dimension of the action and the national levels. In this respect, the implementing entity will set up project implementation teams in all countries to ensure proper management and coordination of the activities planned at national level. The teams will tentatively consist of a coordinator in charge of project management and monitoring, supported by an administrative and financial officer recruited locally. These teams should also have a strong content and value-added contribution by providing technical support to local actors, networking, liaising with various stakeholders, especially government, and disseminating relevant sectoral, regional and international information and opportunities. In order to tailor activities to each country's specific context, the project will develop annual work plans by country.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The indicators shall be disaggregated at least by sex, and if possible by age and disability.

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).

Roles and responsibilities for data collection, analysis and monitoring:

Project performance will also be closely monitored by the Steering Committee, which will examine annual progress reports. Implementing partners will present a summary of progress made in the implementation of projects and the Steering Committee will discuss at a strategic level and provide guidance on how to address key challenges. In addition, when negotiating contracts, the Commission and implementing partners will use the logical framework matrix and implementing partners will provide baseline data and propose targets.

Data collection is carried out by the implementing partner. The choice of measurable indicators for monitoring the performance of the project has been made taking into account the availability of data sources, which are not abundant in the PALOP-TL countries in this sector. To this end, all activities financed by the action must provide for data collection and monitoring, in particular through the use of standard surveys and registration forms provided by the implementing partner. In addition, with regard to results and measuring overall impact, the implementing partner will be responsible for monitoring project beneficiaries in order to identify and understand the impact of the activities, including through the use of surveys and qualitative interviews.

5.2 Evaluation

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

The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to determine if the action is on track and if any adaptation measures are required.

The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the need to verify to which degree the action may continue to be supported under any potential further phase of support.

The Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged 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 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. In addition, the evaluation shall assess the intervention's impact on the socioeconomically disadvantaged individuals or groups. It should also assess to what extent the action has taken into account the human rights-based approaches, and how it contributed to gender equality and women's empowerment and disability inclusion. Expertise on inequalities, human rights, disability and gender equality will be ensured in the evaluation teams. Evaluation services may be contracted under a framework contract.

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.

In line with the 2022 “[Communicating and Raising EU Visibility: Guidance for External Actions](#)”, 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.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility 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.

Appendix 1 – Selection of “Primary Intervention Reporting” in OPSYS

This Appendix must **not be attached** to the draft Commission Decision, as indicated in Appendix 2.

Appendix 1 serves the purpose to define/select the correct level of “Primary Intervention Reporting” to be made in the system OPSYS, and in particular in the ‘synopsis’ tab related to the action (ACT) corresponding to the Decision.

The primary intervention (PINTV) refers to the development results presented along the structure of a logical framework matrix (logframe) and that will be monitored during implementation. The same PINTV could be linked to one or more legal commitments. Accordingly, it is necessary to make the most relevant choice among the options provided by the system and presented in the table below.

More information on the definition of primary intervention can be found in the wiki [Results & Monitoring - Interventions](#).

The examples provided below do not cover all possible cases and options provided by the system OPSYS. For additional support in the choice of the most suitable option, please contact the FMB: INTPA-AD-RESULTS@ec.europa.eu.

The “Primary Intervention Reporting” choice to be made is (please tick one box, and do not remove other choices):	
<input checked="" type="checkbox"/>	Option 1: Contract(s) level
	<p>Select this option when the contract(s) (CL2) related to this Decision is (are) likely to have its (their) own logframe that will be regularly reported on by the implementing partner.</p> <p>Examples:</p> <ul style="list-style-type: none"> - A Decision that includes more than one implementation modalities (i.e. direct and indirect management combined with type of financing: budget support, grant, public procurement, financial instruments) - A Decision in which the implementation modality chosen is: direct management (mode) and grant (type of financing). Following a call for proposals, one or more grants will be awarded. Hence each grant contract will have its own logframe and therefore its dedicated PINTV
<input type="checkbox"/>	Option 2: Group of contracts
	<p>Select this option if two or more contracts derived from this Decision share the same logframe or if one or more contracts derived from this Decision contribute to the logframe of an existing intervention (as long as they are funded under the same financial instrument).</p> <p>It is not possible to group contracts funded via EDF and NDICI.</p> <p>Example:</p> <p>The Decision includes one contract that is a top up to an existing contract funded by another Decision, but belonging to the same financial instrument (i.e. NDICI).</p>