ANNEX 20

Of the Commission Implementing Decision on the 2019 Annual Action programme for the Partnership Instrument

**Action Document for Support to the Global Covenant of Mayors for Climate and Energy**

1 **Key identification data**

<table>
<thead>
<tr>
<th><strong>Title of the Action</strong></th>
<th>Support to the Global Covenant of Mayors for Climate and Energy</th>
</tr>
</thead>
</table>
| **Country/region/global** | Global (Americas and Asia)  
Global (Worldwide for the Global Secretariat of the Global Covenant of Mayors for Climate and Energy) |
| **Sector of intervention** | Sustainable energy, climate change mitigation and adaptation |
| **Indicative budget** | Total: EUR 24 000 000  
PI contribution: EUR 13 000 000 (54%)  
Other EC contributions: 11 000 000 (46%) |
| **Duration and target start date of implementation** | 48 months – 2nd quarter of 2020 |
| **Method of implementation** | Direct management – Procurement  
Direct management with the Joint Research Centre (JRC) |
| **DAC code(s)** | 23110 - Energy policy and administrative management;  
41010 – Environmental policy and administrative management |

**Markers**

<table>
<thead>
<tr>
<th><strong>General policy objective</strong></th>
<th>Not targeted</th>
<th>Significant objective</th>
<th>Principal objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation development/good governance</td>
<td>☐</td>
<td>✓</td>
<td>☐</td>
</tr>
<tr>
<td>Aid to environment</td>
<td>☐</td>
<td>✓</td>
<td>☐</td>
</tr>
<tr>
<td>Gender equality</td>
<td>✓</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Trade Development</td>
<td>✓</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**RIO Convention markers**

| **Biological diversity** | ✓ | ☐ | ☐ |
| **Combat desertification** | ✓ | ☐ | ☐ |
| **Climate change mitigation** | ☐ | ☐ | ✓ |
| **Climate change adaptation** | ☐ | ☐ | ✓ |
2 RATIONALE AND CONTEXT

2.1 Action summary

This action, constituting a second phase of the International Urban Cooperation programme (IUC) programme, will take forward and further develop the implementation of the Global Covenant of Mayors for Climate and Energy (GCoM) and its Regional Covenants.

The action builds on the ongoing support of the European Commission to the existing 9 Regional Covenants of Mayors as well as to the GCoM initiative, and in particular the International Urban Cooperation programme. The action will support two main areas: (1) the Global Covenant of Mayors Secretariat (covering global core activities, including support to the existing Regional Covenants as well as ad-hoc support to cities in countries or regions not yet supported by Regional Secretariats, e.g. in the Pacific or Central Asia) and (2) the Regional Covenant of Mayors Secretariats in Asia and the Americas, focusing on the following five regions:

- US and Canada
- Mexico, Latin America and Caribbean (Latin America, including Mexico)
- East Asia (including national satellite secretariats in Japan, China and South Korea)
- South-East Asia (mainly but not exclusively Indonesia, Malaysia, Singapore, Vietnam - helpdesk services will be available to cities in all countries in the region)
- South Asia (mainly but not exclusively India, Bangladesh, Nepal, Sri Lanka - helpdesk services will be available to cities in all countries in the region)

The total number of cities committed in these regions is approximately 350.

Existing Regional Covenants developed through separate actions by DG DEVCO (Sub-Saharan Africa, i.e. CoMSSA), DG NEAR (two: one for the Eastern and one for the Southern Neighbourhood), as well as DG ENER and DG CLIMA (European Union and EFTA countries, i.e. EU CoM) will benefit from the action through an improved and increased steering of services provided by the GCoM Secretariat, which in turn will amplify the global and regional impact of all EU activities addressing climate action by sub-national governments. This will result from linking better the functions of GCoM’s Secretariat with EU policies, from developing formal communication and cooperation mechanisms between such secretariat and the Regional Covenant secretariats, and from improving support to and coordination between regional activities.

2.2 Background/Context

The IUC programme aims to lead and develop an international urban co-operation in key partner countries and regions in Asia and the Americas and contribute to the delivery of international

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1 Notably its second component: City-to-city cooperation in the field of climate action and sustainable energy cooperation, building upon the success and prestige of the EU Covenant of Mayors initiative. The Covenant consists of the unilateral commitment by cities or regions to reduce their own CO2 emissions beyond the objectives set up for the EU. The commitment includes the obligation of drafting and approving a Sustainable Energy Action Plan, and reporting on progress on its implementation. More than 9000 cities from 120 countries with more than 700 million people have adhered to the EU Covenant of Mayors, committing to reduce their CO2 emissions by 20% and submitting and implementing Sustainable Energy Action Plans including adaptation and access to energy. Its success has been replicated in the Neighbourhood East and South and Sub-Saharan Africa, and raised a lot of interest in other regions. The cooperation in the field of sustainable energy and climate cooperation in cities is was recognised as a key instrument to tackle climate change challenges by the Parties at UNFCCC COP21.

2 Global Covenant of Mayors statistics as of 1 May 2019.

3 http://comssa.org/
commitments articulated in the 2030 Agenda for Sustainable Development, the UN Paris Agreement on Climate change and the Sendai Framework on Disaster Risk Reduction. It also contributes to the New Urban Agenda adopted in Quito in October 2016.

The IUC was adopted by the European Commission as part of the Partnership Instrument Annual Action Programme 2015\(^4\) with a total budget of €20,200,000\(^5\). A top-up of the programme with additional €10,000,000 extending its duration until the end of 2020 has been adopted as part of the Partnership Instrument Annual Action Programme 2018\(^6\). Furthermore, the IUC implementation has been also supplemented by €900,000 allocated under the Partnership Instrument Annual Action programme 2017 for the provision of scientific and methodological support by the European Commission’s Joint Research Centre (JRC)\(^7\) to the Covenant of Mayors initiatives (Regional Covenants) and €750,411 allocated to the IUC Programme Support Unit\(^8\).

Cities worldwide are in the frontline of climate change impacts and need to adapt to them. Asian cities will be particularly affected – it is estimated that about 4 out of every 5 people impacted by sea-level rise by 2050 will live in South or East Asia\(^9\). Cities are responsible for about two thirds of energy consumption and have a high carbon footprint. If the world is to achieve the objectives set in the Paris Agreement, it is crucial to work with cities to adapt to climate change and to reduce CO2 emissions in sectors, including those which are difficult to fully decarbonise such as buildings, waste management, mobility, local energy infrastructure, urban planning and governance.

This action falls under the Commission’s priority 3, i.e. “A resilient Energy Union with a forward-looking climate change policy”. The EU is uniquely positioned to support other countries, through the Regional Covenants and the GCoM, in order to tackle urban climate change and energy transition challenges, and European companies and service providers can consequently reap significant benefits.

The BRIC\(^10\) countries, some of which are in regions covered by GCoM and Regional Covenants, are expected to offer strong growth opportunities in sectors covered by this action. Globally, expected investments in urbanisation are close to €8 trillion (€3.6 trillion in China alone). At global level, 73% of total investments in energy (€10.2 trillion) go today to wind and solar power. Coal is already more expensive than wind and will also be more costly than solar soon.\(^11\)

The GCoM offers also opportunities to further the EU’s economic diplomacy, by facilitating engagement with financing institutions and the private sector for mobilising resources to implement climate and clean energy action at the local level, with due attention paid to regional circumstances and commitments coordination with the Regional Covenants. GCoM is also a means to mobilize local

\(^{4}\) Commission Implementing Decision C(2015)4109 final of 22.05.2015.
\(^{7}\) Administrative Agreement “ENER/B3/SER/2017/152-SI2.763357/522-SI2.763359 /523-SI2.763358
\(^{8}\) DG ENER is the contracting authority for the service contract “Operation of the office of the Covenant of Mayors for Climate and Energy and of central support services to the International Urban Cooperation (IUC Programme” (ENER/B3/SER/2016-503-535-594/SI2.742924/SI2.742925/SI2.742926)
\(^{9}\) https://www.weforum.org/agenda/2019/01/the-world-s-coastal-cities-are-going-under-here-is-how-some-are-fighting-back/
\(^{10}\) Brazil, Russia, India and China.
\(^{11}\) Bloomberg New Energy Finance (2018), Levelized cost of energy (LCOE) in USD/MWh (LCOE Measures lifetime costs divided by energy production).
action on climate as an integral part of the EU’s development agenda and the Sustainable Development Goals.

GCoM aims to be a world reference and observatory for local climate action, both promoting and monitoring voluntary local commitments to achieve climate change targets on mitigation, adaptation and access to sustainable energy. Through the Regional Covenants GCoM accelerates and channels the bottom-up transition to a global low-carbon and climate-resilient economy.

More specifically, GCoM will support the Regional Covenants to mobilise resources to plan and implement sustainable energy and climate action at the local level. The main instrument will continue to be Sustainable Energy (Access\textsuperscript{12}) and Climate Action Plans (from now on referred to as “Action Plans”). In this way, GCoM will address the climate mitigation and adaptation needs of African, Asian, Latin American and Caribbean (LAC) countries, in line with the 5\textsuperscript{th} EU-AUC Summit and the EU-Africa Joint Strategy\textsuperscript{13}, the EU-CELAC Brussels declaration of June 2015\textsuperscript{14} and similar objectives in the context of the EU’s relations with the Association of South-East Asia Nations (ASEAN)\textsuperscript{15} and the South Asian Association for Regional Cooperation (SAARC). European cities will also benefit from easier access to financial and technical resources for the implementation of their climate and clean energy actions, as cities in Member States draw solutions and intelligence from cities of the world sharing similar biophysical, regulatory or governance environments.

In bilateral contexts, cooperation on sustainable energy and climate-related urban development is also increasingly relevant in the EU’s strategic partnerships with Africa, Asia and the Americas. The EU is intensifying regional and urban policy dialogues, as well as climate change and clean energy dialogues, with countries in the regions within the scope of this action\textsuperscript{16}, countries which will necessarily rely on collaboration with their local governments to implement Nationally Determined Contributions (NDCs) and adaptation strategies “on the ground”.

**Rationale for PI Funding**

The Partnership Instrument (PI) is the only EU external action financial instrument that can be mobilised to implement cooperation of the nature envisaged in this action in an effective and comprehensive way. It is clearly within the interest of the EU to strengthen its relations with its key partners by highlighting the European experience on local climate action and drawing from theirs, and taking advantage of the European leadership in climate change mitigation, adaptation and clean energy transition, as well as promoting business opportunities and jobs in the areas of sustainable urban development and innovation.

This action will address mainly PI objectives 1 (supporting the development of collective approaches and responses to challenges of global concern, such as the fight against climate change, energy security and the protection of the environment), 2 (supporting the international dimension of "Europe 2020” and the Energy Union through enabling cooperation among cities to find joint solutions to key demographic, social, economic and environmental challenges), and 3 (through contributing to improved business climate and cooperation). Due to the expected cross-fertilisation between the

\textsuperscript{12} Access in the case of Sub-Saharan Africa (SECAPs/SEACAPs)


\textsuperscript{14} https://www.consilium.europa.eu/media/23753/eu-celac-brussels-declaration.pdf


\textsuperscript{16} The EU has regional and urban policy dialogues in place with Brazil, Mexico, Argentina, Chile, Colombia, Peru, China and Japan while cooperation with India is conducted under the framework of the urbanisation partnership.
Regional Covenants and GCoM, as well as between the Regional Covenants and their signatory cities themselves, the action could also contribute to some extent to objective 4 of the PI Regulation on enhanced public diplomacy.

In response to these objectives, this action will reinforce the EU bilateral policy dialogues on energy and climate action. The same is valid for the implementation of the Sustainable Development Agenda with UN agencies and bodies, the World Bank, the International Monetary Fund, other Multilateral Development Banks (MDBs) and also with partner regions and countries at all governance levels. Furthermore, it is expected to improve business opportunities and competitiveness of European companies by increasing demand for their clean tech products/services and de facto promoting European standards and exports.

2.3 Lesson learnt

The support provided through the IUC programme so far has brought the implementation of the Paris Agreement and the 2030 Agenda closer to the local level. The approach adopted reflects the recognition of cities’ responsibility for and vulnerability vis-a-vis climate change and the decisive role they can play.

Since the start of the implementation of the IUC programme, Covenant of Mayors initiatives have been initiated in all regions of the programme as Regional Covenants. Their focus has been on identifying and engaging with stakeholders and local city actors, networks and supporters into the definition and implementation of a common vision of the Covenant that matches specific needs and capabilities. The Regional Covenants have set up local governance structures supported by secretariats providing technical assistance for cities via expert helpdesks. A series of awareness raising events and trainings have been provided (by JRC and the IUC contractors) to prepare for a larger scale roll-out of the initiative and to achieve global coherence, not least in terms of city data and commitment aggregation at world level. The first requests for the next stage after the initial commitments made by cities, i.e. assessing their Action Plans, have been received (e.g. from Argentinian cities).

All in all, the Commission, through the IUC programme, GCoM, Regional Covenants and participating cities, has gained higher international visibility and effectively communicated the EU’s climate and energy policies at events organised in the context of UNFCCC and other important international fora.

However, the evaluation of the IUC programme, performed in 2018, revealed a number of challenges with the implementation of the GCoM component of the IUC programme. These mostly related to insufficient coherence of actions between global and regional level, difficulties to engage with or adjust to existing structures in some of the regions (e.g. city networks), and the preparation and implementation of Action Plans.

To respond to these challenges, this new action proposes that the European Commission fund, co-steer with other funders and tailor the GCoM to better respond to the needs of Regional Covenants and also to ensure that the progress of Regional Covenants can be easily aggregated and used by the Commission to draw analyses and intelligence on local climate action worldwide, and to inform UNFCCC processes. This means funding or co-funding at least the core activities of the GCoM secretariat to support the Regional Covenants and improve data collection and management, and also to seek synergies and efficiencies regarding non-core activities.

The Regional Covenants secretariats will generally serve all the countries in their region by providing their cities with a range of basic services (e.g. maintaining a membership registry, providing the cities with an entry point to join their Regional Covenant and thereby automatically also of the GCoM, managing commitment documents, capacity building, outreach, and a regional website with basic information). The precise nature of these services could differ, however, between regions.
In brief, the action:

- Will consolidate the current structures and working methods by ensuring organic connections between the regional and the global levels (through EU strategic financing, messages and policies).
- Will expand the reach and visibility of the Global and Regional Covenants as a coherent action largely financed and steered by the EU, so as reap its full benefits.

2.4 Coherence and complementarity

The action will be implemented in coordination with ongoing activities supporting (1) the Covenant of Mayors in Europe (DG ENER/DG CLIMA), (2) development cooperation in Sub-Saharan Africa, i.e. the Covenant of Mayors in Sub-Saharan Africa (DG DEVCO) and (3) in the context of the EU’s neighbourhood policy through the two existing Covenants: the Eastern Neighbourhood and the Southern Neighbourhood Covenants (DG NEAR).

Coherence will be sought with other relevant Partnership Instrument funded actions, DG DEVCO (e.g. EUROCLIMA+ programme in Latin America, external blending facilities) and DG NEAR programmes.

Close coordination will also ensure complementarities with Horizon 2020 projects and Horizon Europe initiatives (e.g. Horizon Europe Mission on Climate Neutral and Smart Cities). In addition, complementarities will be sought with valuable best practices and know-how from the H2020 EU funding of 3.1 billion euro on “Smart and Sustainable cities”, and the High Level Expert Group report on “The human centred city: opportunities for citizens through Research & Innovation”, which places emphasis on Social innovation and inclusion and a more holistic view of urban development, whereby citizens are seen as key actors of open innovation in urban resilience, their health and well-being.

DG ENER, DG CLIMA, DG DEVCO, DG NEAR, DG RTD and DG REGIO, will ensure complementarity between the external actions undertaken by their services and the action. The EEAS will ensure coordination with the climate and energy diplomacy actions in the targeted regions.

2.5 EU added value

In 2008, city engagement on energy transition and climate change in Europe was triggered by the Covenant of Mayors initiative. The EU Covenant gradually gained traction in cities well beyond the continent. In June 2016, the EU Covenant of Mayors joined forces with the Compact of Mayors, set up by Michael Bloomberg, the U.N. Secretary-General’s Special Envoy for Cities and Climate Change. The Global Covenant of Mayors for Climate and Energy, effective from January 2017, provides a single, global initiative to support cities and local authorities on climate action in line with the Paris Agreement. It builds on Regional/National Covenants, taking a bottom-up approach and using the EU Covenant of Mayors as a model for other Covenants.

As most of the Regional Covenants financed by the EU were already operational by the time the merge effectively occurred, there is a need to clarify and streamline the role of the Global Secretariat in relation to the Regional Covenants. For this, the EU needs to effectively finance and influence core activities of the GCoM Secretariat, which today is financed by Bloomberg Philanthropies (except for small in-kind staff contributions by DG ENER, DG CLIMA and DG JRC).

The EU will add value to the Global Covenant and the Regional Covenants mainly by (1) bringing coherence (between Regional and Global Covenants but also between them and EU policies affecting cities), (2) improving alignment with EU objectives and policies and (3) by strengthening the global reach of the Covenants through EU and Member State diplomacy networks (e.g. the EU’s Green Diplomacy Network).
2.6 Cross-cutting issues

Climate change action, biodiversity protection, gender balance, multilateralism, resilience, innovation and business promotion will be central to the implementation of this action. Other major co-benefits are expected also to arise (e.g. healthier urban populations, inclusive job creation, fight against energy poverty etc.).

Cross cutting issues will be mainstreamed throughout the implementation of the action. The action will strive to achieve gender balance for instance by ensuring gender balanced speaker panels, round tables and working groups, including at high level representation.

In implementing the action, measures will be taken to promote circular economy, appropriate waste management, nature-based solutions, and to reduce the environmental impact of the action's activities. Efforts will be made to align the action with the Commission’s verified environmental management policy (EMAS).

3 ACTION DESCRIPTION

3.1 Objectives

The general objective of the proposed action is to develop, monitor and lead international climate and sustainable energy action and the related diplomacy at the local level, to support the implementation the Paris Agreement together with the 2030 Agenda and its Sustainable Development Goals.

Specific objectives:

Specific Objective 1: Strengthen the coherence and the impact of the Global Covenant of Mayors for Climate and Energy initiative through increased support to the existing GCoM Secretariat.

Specific Objective 2: Building upon the achievements of IUC, further roll out and strengthen the Regional Covcants of the Global Covenant of Mayors for Climate and Energy, in specific regions and countries in Asia and the Americas, which are deemed strategic for climate and clean energy diplomacy outreach.

The above will be achieved by providing support to the core activities to be performed by GCoM secretariat, and by further extending current support to the activities of the Regional Covenant Secretariats in Asia and the Americas. Further details are provided in the following results and activities framework.

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18 http://ec.europa.eu/environment/emas/index_en.htm
19 The IUC activities will complement similar regional approaches funded through other instruments/programs in Europe, in the Eastern and Southern neighbourhood of the EU and Sub-Saharan Africa.
Expected results and main activities:

Result 1: Stronger coherence between the activities conducted by various Regional Covenants will be achieved by developing a suitable framework under the Global Covenant of Mayors initiative, notably through funding or co-funding core activities of the Global Secretariat.

Result 2: By supporting these core activities of the GCoM Secretariat, the Commission will strengthen Regional Covenants and increase their impact on local governments from important EU partners around the world, thus furthering the EU’s influence and outreach as regards climate change policy and diplomacy, but also economic cooperation and green business opportunities.

Regarding Results 1 and 2 above, indicative core activities of the GCoM Secretariat will include:

- Global communication and organisation of events in order to enhance the international visibility of the initiative in coordination with the Regional Covenants – thus providing a global platform for EU city-level climate and energy diplomacy.
- Develop a coordination mechanisms between the Regional and the Global Covenants to improve global coherence between their activities; support cross-fertilisation of ideas and good practices between Regional Covenants and their cities while maintaining their tailor-made approaches; also ensuring coherence between core activities (funded or co-funded by the Commission) and non-core activities (funded by third-party donor organisations).
- Develop the current IT and database infrastructure of the Global Covenant into a more cohesive platform for data collection, conversion, analysis and storage. Such platform should support Regional Covenants’ data management needs including easy connections to regional platforms for simpler reporting and aggregation of data by the Global Secretariat.
- Provide on-demand support to specific regions and countries within those already covered by Regional Covenants, and to cities in regions currently not covered by Regional Covenants.

Result 3: Regional Covenants in Asia and the Americas are further developed and strengthened; local governments are supported in taking ambitious climate and clean energy commitments, and in transforming such commitments into practice;

Indicative activities will include:

- Further develop the Regional Covenant of Mayors structures and competences in the context of the Paris Agreement, the 2030 Agenda and EU Climate Diplomacy.
- Enhance promotion, coordination, technical support (help desks) and training activities for signatories at national and regional level in coherence with the EU’s bilateral climate and energy dialogues.
- Provide support for the inclusion of city actions through Regional Covenants into NDC implementation strategies.
- Provide support to the Regional Covenants and recruit new cities to the initiative.
- Facilitate exchanges of good practices and experience, within and across regional covenants and other regions.
- Answer queries from Regional Covenants and other cities/regions (helpdesk function) and update the registry of cities joining the initiative.
- Develop regional capacities of scientific validation of inventories and Action Plans.
- Provide support and build capacity for the preparation, evaluation, implementation reporting and monitoring of Action Plans, as important tools for action at local level.

Result 4: Increased visibility and greater awareness of the Covenant concept, the Regional Covenants and the Global Covenant of Mayors initiative is achieved.
Indicative activities will include:

- Facilitate and promote peer-level knowledge management, exchange and sharing
- Organise networking events and workshops.

**Result 5: EU business opportunities promoted**

Indicative activities will include:

- Promote technology transfer and international sustainable value chains.
- Promote business matchmaking.
- Highlight European examples among different solutions at city level.
- Develop concepts for public-private partnerships between cities and the private sector.

### 3.2 Stakeholders

The main stakeholders of this action will be cities, city networks and private sector operators across the EU and third countries in Africa, Asia and the Americas, in particular those with an interest in developing international partnerships to combat climate change. Other stakeholders include regions, national authorities, International Financial Institutions (IFIs), and UN agencies and bodies. The action will also maintain the existing urban cooperation on sustainable energy and climate action with Canada and the US.

### 3.3 Risk assessment and management

<table>
<thead>
<tr>
<th>Risk description</th>
<th>Risk level (High, Medium, Low)</th>
<th>Mitigating measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of support by central/local governments, frequent agenda and personnel changes within national/local governments</td>
<td>M/L</td>
<td>EU Delegations and Commission services involved will support the adaptation of the action to the national/local political context and ensure reactivity to the changing environment.</td>
</tr>
<tr>
<td>Low EU visibility, poor communication with regional and local stakeholders</td>
<td>H/M</td>
<td>EU Delegations and Commission services involved will ensure EU’s visibility and the adequate promotion of the action; adequate importance will be accorded to the communication and the positioning of the EU in the GCoM initiative alongside other funders and city networks; frequent communication will take place with regional and local partners involved in the implementation (both at political and technical level).</td>
</tr>
<tr>
<td>Insufficient coordination between the GCoM Secretariat and the Regional Covenants</td>
<td>L</td>
<td>EU services will co-steer the Global Secretariat so that enhanced support is provided to each Regional Covenant while respecting its independence. Regular coordination mechanism with other funders will be ensured.</td>
</tr>
<tr>
<td>Lack of funding for Action Plans design, assessment and implementation</td>
<td>H/M</td>
<td>Support and facilitate close co-operation of cities with financial institutions through the Regional Covenants; GCoM Secretariat will support the Regional Covenants in terms of access to funding</td>
</tr>
</tbody>
</table>
and IFIs involvement; Commission services will strive to make maximum use of existing Commission financial instruments.

<table>
<thead>
<tr>
<th>Insufficient coordination with the existing GCoM Secretariat (funded primarily by the Bloomberg Philanthropies (BP)) and with the future non-core activities to be funded by BP and others.</th>
<th>M/L</th>
<th>The transition from the current Secretariat towards the future EU-funded entity complemented by non-core activities funded by others will be managed through enhanced discussions and coordination with the other GCoM funders and the GCoM Secretariat to ensure coherence and efficiency, and that the non-EU financed activities are part of or at least aligned with the new GCoM Secretariat.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of coordination in the transition from the current system of data management of the GCoM Secretariat</td>
<td>H/M</td>
<td>The BP-funded GCoM Secretariat has developed a database that is already operational. Solutions will be sought to ensure it is aligned with Commission’s approach in terms of shared ownership, free access, confidentiality, transparency, open source, etc.)</td>
</tr>
</tbody>
</table>

### 3.4 Communication and EU visibility

Communication and visibility of the EU is a legal obligation for all external Actions funded by the EU. This Action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

Appropriate contractual obligations shall be included in, respectively, the procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action\(^20\), which came into force on 1 January 2018, shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

Communication, including global event organisation, participation and logistics, will be a key element of the programme, and one of the core activities to be undertaken by the GCoM Secretariat in support of the Regional Covenants. The contractors will be tasked with organising various networking and communication activities while ensuring EU visibility in line with relevant guidelines. For more impact, the communication design/strategy should be strongly supported by the GCoM to ensure some “branding” across the regions.

4 Implementation Arrangements

4.1 Method of implementation

**Procurement (direct management)**

(a) The programme will be implemented via service contract(s).

The service contract for the Global Secretariat, of a total budget of EUR 13 million, will be funded by FPI (EUR 2 million), DG DEVCO (EUR 4 million from the Development Cooperation Instrument), DG ENER (EUR 3,5 million from the Horizon 2020 Work Programme for 2020), and DG CLIMA (EUR 3,5 million from LIFE). The contract will be managed by FPI in Brussels, with overall coordination and support of DG ENER/DG CLIMA/DG DEVCO in consultation with DG NEAR. To this end DG ENER, DG CLIMA and DG DEVCO will each co-delegate/cross sub-delegate their respective contributions to FPI.

The service contracts for the support to the Regional Covenants of Mayors in Asia and Americas will be funded by the FPI (EUR 10 million). These contracts will be managed by EU Delegations in the regions which will be responsible for the implementation of the regional contracts. The FPI Regional Teams Americas and Asia-Pacific will be in charge of regional coherence and coordination.

(b) Indicative timing:

- The call for tenders for the Global Secretariat will be launched in the fourth quarter 2019 under a suspensive clause prior to the adoption of this decision. This is justified because activities under this contract should begin in early 2020.
- The calls for tender to support the Regional Covenants of Mayors in Asia and Americas are expected to be launched in the 1st Quarter 2020.

**Direct management with the Joint Research Centre**

In addition to the service contracts, the proposed action will be also implemented in direct management with the EC's Joint Research Centre (JRC).

The main objective of the action is to assign JRC with tasks to continue providing technical support to the regions, specifically on tailoring methodologies to regional context and tools to assess and comment on the plans regionally/locally.\(^{21}\)

JRC will provide technical support and help desk services to the Regional Covenants to develop regional capacities of scientific validation of inventories and Action Plans and to support and build capacity for the preparation, evaluation, implementation, reporting and monitoring of Action Plans.

JRC will provide technical support to the GCoM secretariat for the global IT and data management infrastructure (i.e. a platform for data collection, conversion, analysis and storage), for the Regional Covenants to use either as their main data management tool, or in complement of already developed or preferred data collection tools, in cases where the region would like to use a local platform).

To enhance synergies and ensure a better strategic vision and efficiency of the cooperation, it is foreseen to pool the resources of DG ENER, DG CLIMA and the FPI to the JRC through the conclusion of a single, joint administrative agreement. DG ENER will manage the resulting administrative agreement. DG CLIMA and FPI envisage to contribute EUR 0.5 million and EUR 1

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\(^{21}\) This support is currently provided by JRC through Administrative Agreement °ENER/B3/SER/2017/152-SI2.763357/522-SI2.763359 /523-SI2.763358
million respectively to DG ENER as their own contributions to the planned joint administrative agreement.

4.2 Indicative budget

<table>
<thead>
<tr>
<th>Method of Implementation</th>
<th>Amount in EUR million</th>
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<tbody>
<tr>
<td>Procurement - direct management</td>
<td>12.0</td>
</tr>
<tr>
<td>Direct management with the Joint Research Centre (JRC)</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13.0</strong></td>
</tr>
</tbody>
</table>

The PI contribution amounts at EUR 13 million (10 for the Regional Covenants in Asia and the Americas, 2 for the Global Covenant Secretariat, 1 for direct management with the JRC). This amount contributes to a total EC contribution of EUR 24 million out of which DG ENER, DG CLIMA and DG DEVCO will contribute EUR 11 million in total through co-delegations or cross sub-delegations to FPI specifically to the part of the action dedicated to support the Global Secretariat of the Covenant of Mayors (3.5 million by CLIMA and ENER each, 4 million by DEVCO).

<table>
<thead>
<tr>
<th>PI</th>
<th>ENER</th>
<th>CLIMA</th>
<th>DEVCO</th>
<th>Total</th>
</tr>
</thead>
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<tr>
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<td>3</td>
<td>4</td>
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<tr>
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<td>0.5</td>
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<td>3</td>
</tr>
<tr>
<td>13</td>
<td>3.5</td>
<td>3.5</td>
<td>4</td>
<td>24</td>
</tr>
</tbody>
</table>

The provisional budget for the GCoM secretariat has been inspired by the relevant parts and activities of the current EU Covenant of Mayors office while considering the global context. The emphasis was put on the core tasks envisaged for European Commission funding and the need to achieve clear coordination with the activities likely to be funded or co-funded by other entities that support the GCoM). The cost per year has been estimated at approximately EUR 3.2 million– hence the total for 4 years would be approximately EUR 13 million.

As regards IUC Regional Covenants, financing levels will be maintained close to the current levels in most regions. However, some reallocation of former support to activities in the US and Canada will be channelled towards Asia and LAC, while maintaining reasonable levels of financing to support urban climate action in those two regions. The Global Secretariat will provide better support to the Regional Covenants in certain fields such as data management, which should reduce the burden and related costs for them.

4.3 Organisational set-up and responsibilities

The programme will be steered by a steering committee representing the cross-sectorial nature of the action and involving at least Commission, EEAS, and the relevant EU Delegations in third countries. Within the Commission, the following services should play a leading role: CLIMA, ENER, DEVCO, NEAR and FPI. Notably, to facilitate the smooth implementation of the action CLIMA/ENER/FPI/DEVCO in cooperation with NEAR and the EEAS will ensure its internal coordination and close follow-up. Other services, such as REGIO, JRC, and RTD should as well be involved in following up developments.

CLIMA/ENER/DEVCO will ensure cooperation, communication and coordination with the GCoM partners and stakeholders, including agreement on non-core activities. Cooperation with the local authorities shall be sought and encouraged by the EU Delegations and the Regional Covenants is
required. In addition, the EU Delegations, Commission services involved in the action implementation, and the EEAS will make sure that all relevant stakeholders are associated as appropriate to the implementation process.

CLIMA/ENER, with the guidance of the Cabinet of the Vice-President in charge of Energy Policy and the support of SG as appropriate, should continue taking forward internal coordination on a regular basis with all DGs involved in either the GCoM or the Regional Covenants.

EU Delegations in the regions will be responsible for the implementation of the regional contracts. Steering committees will be organised for each contract including the more relevant stakeholders.

4.4 Performance monitoring

The day-to-day technical and financial monitoring of the implementation of this Action will be a continuous process and part of the implementing entity’s responsibilities. To this end, the implementing entity 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. The progress and final reports shall provide quantified and qualitative data in relation to the logical framework indicators which will include relevant indicators from the list of core and corporate indicators.

The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the Action. The final report, narrative and financial, will cover the entire period of the Action implementation.

The Commission may undertake additional Action 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).

4.5 Evaluation and audit

For this Action, the Commission may carry out interim and/or final/ex-post evaluation(s) via independent consultants contracted by the Commission based on specific terms of reference.

Without prejudice to the obligations applicable to contracts concluded for the implementation of this Action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments.

As the “N+1” rule applies for contracting under this decision, external evaluations and audits, as well as additional external monitoring referred to under section 4.4. above, will be funded from sources other than those allocated to this specific Action.