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ANNEX 3

to the Commission Implementing Decision on the financing of the annual action plan in favour of the Republic of Rwanda for 2024

Action Document for “Kigali Urban Mobility Programme”

ANNUAL PLAN

This document constitutes the annual 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	Kigali Urban Mobility Programme OPSYS number: ACT-61748 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	Yes TEI – Sustainable Rwandan cities fit for the digital age Rwanda - Sustainable cities Team Europe Initiative and Joint Programming tracker (europa.eu)
3. Zone benefiting from the action	The action shall be carried out in Rwanda
4. Programming document	Multiannual Indicative Programme 2021-2027 Rwanda
5. Link with relevant MIP(s) objectives / expected results	Specific Objective 2.3: “Support to sustainable urbanisation in Rwanda” Expected results: – Sustainable, climate resilient and integrated human settlements. – Improved access to basic services.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Priority Area 2 – A Green Deal for inclusive development, DAC code 43030 - Urban development and management
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 11 (Sustainable cities and communities) Other significant SDGs: 5 (Gender equality), 8 (Decent work and economic growth), 9 (Industry, innovation, and infrastructure), 10 (Reduced inequalities), 13 (Climate action) and 16 (Peace, justice and strong institutions) with its outcome targets including affordable and sustainable transport systems, inclusive and sustainable urbanization, reduction of the adverse effects of climate change and

	natural hazards, reduction of the environmental impacts of cities and to provide access to safe and inclusive green and public spaces.			
8 a) DAC code(s)	DAC Code 43030 – Urban development and management			
8 b) Main Delivery Channel	Multilateral Organisations - 40000			
9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Climate change adaptation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	11. Internal markers and Tags	Policy objectives	Not targeted	Significant objective
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity		<input checked="" type="checkbox"/>	<input type="checkbox"/>	/
digital governance		<input checked="" type="checkbox"/>	<input 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"/>		
Connectivity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	/	

	digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	/
	energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	health			
	education and research			
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	<p>Budget line(s) (article, item): 14.020121</p> <p>Total estimated cost: EUR 10 000 000</p> <p>Total amount of EU budget contribution: EUR 10 000 000</p> <p>The TEI on “Sustainable Rwandan cities fit for the digital age” will be supported by France for an amount of approximately EUR 100 000 000, Germany for an amount of approximately EUR 72 000 000, Belgium for an amount of approximately EUR 53 500 000, EIB for an amount of EUR 45 000 000 and other EU programmes amounting to approximately EUR 35 000 000</p>			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	<p>This contribution to the Regional Blending Platform shall be implemented in indirect management by the entities indicated in Appendix 2 to this Action Document, in accordance with the Regional Blending Platform’s award procedure.</p> <p>Budgetary guarantee(s) as set out in section 4.4.2</p>			

1.2 Summary of the Action

Rwanda's rapid urbanization significantly boosts its economy, with cities expanding by 7% annually. Urban residents grew from 18.4% in 2017 to 28.2% in 2021, mainly in Kigali. According to the EICV5 2016/2017 survey, urban population could hit 3.54 million by 2025 and 4.1 million by 2030 in the "medium growth" scenario. Poverty is more common in rural areas, but urban poverty is 14% more escapable. Vision 2050 aims for 35% urban population (up from 10% in 2000 and 17.3% in 2017) and 1.8 million new off-farm jobs, viewing urbanization as a poverty-reduction opportunity. Better urban mobility, especially in Kigali, is crucial to reach these goals.

Rwanda's government, in its 2017-2024 National Strategy for Transformation (NST-1), highlights transport infrastructure as crucial for long-term development. NST-1 prioritizes transport to accelerate sustainable urbanization and foster economic growth through improved urban transport. The plan seeks enhanced connectivity among secondary cities via an updated master plan and expanded bus services. NST-1 also targets 22 kilometers of new dedicated bus lanes in Kigali to enhance urban mobility.

The Ministry of Infrastructure, MININFRA, developed the Transport Sector Strategic Plan within NST-1 (2017-2024). Aligned with NST-1 priorities, this six-year program envisions a modern, efficient, and integrated transport infrastructure at national and regional levels, with a strong emphasis on addressing gender disparities. The plan targets improving road quality, urban public transport, multimodal systems, and air transport sustainability. Collaborating with key agencies, MININFRA seeks to expand the road network and reliable bus services, enhancing urban mobility while integrating ICT, traffic management, safety, governance, and climate considerations to support sustainable urbanization.

The Nyabugogo multi-modal transit hub was chosen for this action due to its central role in Kigali. As Kigali's largest transportation hub, Nyabugogo station is vital for moving people and goods within the city and beyond, in particular

towards Uganda and the northern corridor. Yet, it faces challenges like congestion and flooding, disrupting the transportation network. Addressing these issues at Nyabugogo is crucial to boost Kigali's efficiency, resilience, and inclusivity, making it a strategic choice for this action. This action aims to enhance the inclusivity and resilience of Rwandan cities, particularly focusing on Kigali. It will achieve this by facilitating the smoother movement of women, men, girls and boys in their diversity and goods within Kigali, improving overall connectivity, and relieving congestion in the capital city of Kigali. Through these efforts, the action seeks to create more accessible, sustainable, and efficient urban environments in Rwanda.

The Overall Objective (Impact) of this action is to make Rwandan cities more inclusive, competitive, climate change resilient and with healthier air quality.

The Specific Objective (Outcome) of this action is to improve the safe, accessible and climate resilient mobility of women, men, girls and boys in their diversity and goods within Kigali and with the rest of Rwanda and neighboring countries. It will do so by focusing on the following Outputs:

- 1 Improved climate resilient infrastructures and facilities at the Nyabugogo multi-modal transit terminal.
- 2 Improved non-motorised transport (NMT) infrastructures and facilities.
- 3 Improved e-mobility facilities.
- 4 Upgraded Transport and Traffic Management Systems
- 5 Enhanced institutional capacity in MININFRA and the City of Kigali (CoK), including use of digital data (e.g.GPS.).

In the Joint Communication “Towards a comprehensive Strategy with Africa¹”, regional and continental economic integration have been identified as a key element of the partnership for sustainable growth and jobs, especially in the context of the ongoing Africa Continental Free Trade Area (AfCFTA) process. Economic benefits can be wider and the efficiency of the transport and trade systems can be increased by enhancing the functionality of corridors covering different countries and regions.

The action contributes to the roll out of the Global Gateway strategy², and puts a particular emphasis on improving access to the Mombasa-Kisangani corridor (strategic corridor 8) through the Gatuna (Rwanda) / Katuna (Uganda) border, thus contributing to the EU-Africa: Global Gateway Investment Package on Strategic Corridors.

The action is also aligned with the external dimension of the EU Green Deal and will contribute to SDG 11 (make cities and human settlements inclusive, safe, resilient and sustainable), SDG 8 (decent work and economic growth), SDG 9 (industry, innovation and infrastructure) and SDG 13 (Climate action)

The action will also serve as the third building block of the national Team Europe Initiative (TEI) on "Rwandan cities fit for the digital age."

2 RATIONALE

2.1 Context

The economic and population growth in Rwanda is stimulating rapid urbanisation and rising incomes that drive rapid motorization and increasing mobility needs, especially in Rwandan urban areas.

The National Strategy for Transformation (NST-1) (2017-2024), as the high-level planning policy to achieve long-term goals, clearly defined the pivotal role of transport infrastructure development in delivering on the country's long-

¹ JOIN/2020/4 final, Joint communication to the European Parliament and the Council - Towards a comprehensive Strategy with Africa

² JOIN(2021)30 final, Joint Communication to the European Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions and the European Investment Bank - The Global Gateway

term development vision. NST-1 identifies transport as one of the priority sub-sectors to accelerate sustainable urbanization in the country to support economic growth with improved urban transport services. While the NST-1 defines broad objectives of enhanced connectivity and integration of secondary cities with the updated master plan and the expanded scheduled bus operations countrywide, the NST-1 also sets a clear target of constructing dedicated bus lanes (22 km) in Kigali for improved urban mobility³ in the City of Kigali (CoK), the capital and largest City, the improvement of urban transport is among key priorities towards the CoK target of becoming a public transit-oriented City and business hub, with a sustainable multi-modal transport network.

The transport master plan of CoK (2020) suggests a rapid traffic growth, estimated at 3%⁴. Therefore, various challenges are to be addressed for clean, efficient and smooth mobility of women, men, girls and boys in all their diversity, and goods, access to jobs, services and opportunities. To improve mobility there is an urgent need for the expansion of the multimodal infrastructure network, addressing critical junctions, and establishing a cohesive public transportation system.

The enhancement of Nyabugogo multi-modal transit hub is therefore a priority to the City of Kigali Council and is listed among the major capital improvement plans and catalytic projects to be developed by 2024 under the new City Master Plan 2050 and the City Development Strategy (CDS) 2018-2024. The terminal development is also in line with the 2012 Public Transport Policy and Strategy for Rwanda, where it emphasizes providing a faster, more convenient, scheduled bus service, reducing congestion at existing bus terminals, and introducing dedicated bus lanes (DBL) to give public transport priority.

The Government of Rwanda also aims to achieve a transition of 20% of the bus fleet to electric technology by 2030, and recently approved a range of incentives to facilitate this, including a preferential corporate income tax rate of 15%, reduced electricity tariff at the industrial level, and in some cases, rent free land available for the installation of charging infrastructure. Achievement of this goal in the coming years will require adapting bus facilities to support this operation. This should be accompanied by the provision of adequate charging facilities, taking account availability of land for charging infrastructure and the reliability of electric grid infrastructure.

Rwanda, like many other countries and cities, recognizes the benefits of promoting non-motorized transport. The Non Motorized Transport (NMT) Master Plan currently under development includes various strategies and initiatives aimed at creating a more pedestrian and cyclist-friendly environment, such as: a) developing safe and dedicated pedestrian pathways, b) creating designated cycling lanes and bike-sharing programs, c) implementing traffic calming measures in urban areas, d) enhancing public spaces and greenways to encourage safe walking, e) raising public awareness about the benefits of NMT.

EU and Member States' action in Rwanda is in support of the roll out of the EU Global Gateway strategy and is aligned with the country's National Strategy for Transformation and Vision 2050. The EU, Member States and European financing institutions in Rwanda are focused on supporting economic transformation and a green transition, which in turn also requires fostering a more equitable and cohesive society as reflected in the multi-annual indicative programme priorities. More specifically, EU, Member States and European financing institutions are focusing on the "smart cities fit for the digital age" flagship, aiming to bring solutions to the challenges the Government of Rwanda is facing in making Rwandan cities inclusive, safe, resilient and sustainable.

As stated in the renewed EU Great Lakes Strategy, the EU stands ready to stimulate regional integration and promote transformative investments. The EU will focus on cross-border trade and economic cooperation, supporting economic integration and new strategic transport corridors to better connect the four countries of the region with each other, their regional neighbours and the rest of the world.

2.2 Problem Analysis

The City of Kigali (CoK) has adopted several important actions to address urban mobility challenges in the last decade. Over the period ranging from 2006 to 2013, paratransit operations in Rwanda were formalized and new bus networks were put in place. Starting from 2013, formally contracted bus operations started in Kigali (1st and as of September

³ Project Concept Note, Rwanda Urban Mobility Project, WB (2022)

⁴ Kigali Transport Plan, Kigali Master Plan 2050. (2020)

2022, seven private bus operators were providing urban bus services in Kigali through service agreements between the national regulator (RURA) and bus operators. The introduction of an automated fare collection system in 2015 contributed to a significant increased daily ridership⁵. Despite these efforts, Kigali is starting to face urban mobility challenges that, if not addressed in a timely manner, will impact its future prosperity.

While the Kigali Master Plan promotes mixed use development, and in particular compact and integrated neighbourhoods with amenities accessible at a short distance, urban expansion is resulting in increased average travel distances.

Besides, the number of automobiles and motorcycles is rapidly growing. In the absence of sufficient public transport supply and deterioration of public transport services, moto-taxis are taking over a significant and growing share of the travel market (12% modal share). Traffic congestion, while still manageable compared to other cities in the region, has begun to impact connectivity and accessibility, increase travel times, exacerbate air pollution along the main corridors, and threaten road safety across the city. A review of studies on existing air quality indicates that the primary pollutants of concern are PM2.5 and PM10 concentrations in the City of Kigali. For example, mean 24-hour concentrations of PM2.5 in Kigali were more than five times greater than the World Health Organization (WHO) guideline value of 25µg/m³. The high concentrations of these pollutants were attributed mainly to vehicle emissions, as concentrations of particulates significantly decreased during holidays and car-free days⁶.

Kigali's transport system is highly exposed and vulnerable to climate change and natural hazards, especially river flooding and associated landslides. Kigali has historically experienced flood events, exacerbated by rapid urbanization and associated changes in land cover that limit water infiltration rate and increase surface run-off. Furthermore, upstream wetlands that can play an important role in flood attenuation have become severely degraded due to urban encroachment, agricultural activities in the wetland and deforestation, unplanned settlements, and unsustainable agricultural practices on nearby hillsides. The Nyabugogo bus terminal area has been particularly affected by frequent flooding, which hinders public transport operations. A recent assessment studied the Nyabugogo catchment and the City's strategic plan focusing on the identified flooding concerns. Flood disruptions to transit in Kigali study (2022) documented that floods conditions on bus services across the city cause loss in average accessibility between a five and 15-minute delay, with rerouting (42 percent of all routes) and cancellation (18 percent of all routes) of services.⁷

The National Transport policy identified the lack of well-designed facilities for pedestrians and cyclists especially in the cities. Streets often lack proper dedicated footpaths, cycle tracks, traffic calmed crossings, street lighting, and other essential elements of a complete NMT environment. Where walkways and cycle ways are available, they typically lack universal access elements, thereby preventing use by persons, people with reduced mobility (i.e. persons with physical disabilities, caretakers-often women-with children, etc.).

Urban mobility is not gender neutral. The distinct mobility patterns of women indicate the differences in the kind of responsibilities (esp. care, domestic work) mostly shouldered by women. Their limited agency in decision-making and safety and financial stability concerns further deepen those divergencies. Women are vulnerable to sexual harassment while traveling publicly, disrupting their travel experience – especially during the waiting time and actual travel time periods. The lack of representation of women and gender minorities in the transport sector in general (i.e. not only as conductors or drivers but also as urban transport planners or managers) is another factor contributing to unsafe travel experiences. Omitting women's travel patterns as they tend to take shorter and more frequent trips further deepens the problem. Post-pandemic norms on social distancing globally led to increase of motorised individual traffic, increasing traffic congestion. There is a volume of research how gendered mobility patterns tend to have a cumulative impact on other areas of economic growth, development and well-being. Data shows how girl students tend to opt for lower-ranked colleges due to lack of safe and accessible transport, thus negatively impacting the quality of education they receive⁸.

⁵ Rwanda Urban Mobility Project (P176885), World Bank, 2023.

⁶ Ibid

⁷ Ibid

⁸ Gavankar and Sareen (2023). *Mainstreaming gender in urban mobility: Towards inclusive and accessible city transit systems*. Urban Futures

The topography of Rwandan cities also presents challenges for NMT users. The transport policy argues to urgently act to ensure a more equitable allocation of road space by focusing on walking, cycling, and public transport in the planning, design, construction, and management of transport systems⁹.

Last, while a state-of-the-art vision for transit-oriented development has been developed by the Government, limited institutional capacity hampers effective mobility responses, warranting expertise for public transport reforms, fleet renewal management, optimisation of bus routes, and at scale introduction of e-mobility measures and infrastructures.

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

The target duty bearers of the action are institutions which are responsible for policies, planning and operation of public transport in the city of Kigali. The rights holders (beneficiaries) are all Kigali's residents – women, men, girls and boys in their diversity, extended to those coming from other parts of Rwanda and using the Nyabugogo station as a transit hub.

Main stakeholders include:

- The Ministry of Infrastructure (MININFRA) develops national infrastructure policies, and aims at both ensuring the mobility connecting different areas of the country and opening up the country to ease land-locked status.
- CoK has responsibilities to develop and implement the plan of action for the transport of persons and goods in the City of Kigali.
- Rwanda Transport Development Agency (RTDA), under MININFRA, implements government policy on roads and transport infrastructures. It also develops public transport service within the country on road.
- Rwanda Housing Authority (RHA), public institution overseen by MININFRA, executes housing, urbanization, asset management policies, coordinating programs aligned with these objectives.
- Rwanda Environment Management Authority (REMA), public institution overseen by the Ministry of Environment, supervises and monitors environmental management and ensures that issues relating to environment receive attention in all national development plans.
- Gender Monitoring Office, Rwanda Water Board, National Committee of Persons with Disabilities, Civil Society Organisations: empowered by a mandate focused on advocacy and advancement in distinct fields—gender equality, water resource management, disability inclusion, and citizen engagement—these institutions assume specialized roles that correspond to their mandates.

Other international partners

Several partners are also active in the sustainable urban development area, such as Agence Française de Développement (AFD), European Investment Bank, African Development Bank, KfW and Enabel, World Bank, UN-Habitat, the Global Green Growth Institute (GGGI), the Swiss Agency for Development and Cooperation (SDC), EIB, Japan International Cooperation Agency (JICA), among others.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to make Rwandan cities more inclusive, competitive, climate change resilient and with healthier air quality .

The Specific Objective (Outcome) of this action is to improve the safe, accessible and climate resilient mobility of women, men, girls and boys in their diversity, within Kigali and with the rest of Rwanda and neighboring countries.

The Outputs to be delivered by this action contributing to the corresponding Specific Objective are:

⁹ Kigali Urban Transport Improvement (KUTI) project, AfdB (2023)

1. Improved climate resilient infrastructures and facilities at the Nyabugogo multi-modal transit terminal.
2. Improved non-motorised transport (NMT) infrastructures and facilities.
3. Improved e-mobility transport facilities
4. Upgraded Transport and Traffic Management Systems.
5. Enhanced institutional capacity in MININFRA and the CoK, including use of digital data (e.g. GPS).

3.2 Indicative Activities

Activities relating to Output 1

1.1 Contribution to the development of Nyabugogo Multi-modal Transit Terminal through construction and provision of facilities such as terminal building, Ticketing and Information Services, Parking Facilities, Retail and Commercial Spaces, Restrooms and Amenities, Green Spaces and Aesthetics, electric charging systems, etc.

1.2 Construction of physical infrastructure for dedicated bus lanes (DBL), including road modifications, lane markings, and dedicated bus stops; and

Activities relating to Output 2:

2.1 Implementation of Non Motorised Transport (NMT) facilities such as construction of Pedestrian Walkways and sidewalks with clear markings, proper lighting, and features that enhance safety; installation of amenities such as benches, pedestrian crossings, and ramps for accessibility, and development of dedicated cycling lanes separated from motorized traffic to ensure the safety of cyclists, etc.

Activities relating to Output 3:

3.1 Development and implementation of a bus fleet renewal scheme, with the promotion of low carbon mobility and the introduction of low carbon buses, by executing the phased replacement of older buses with the new, more environmentally friendly models and by incorporating buses that utilize technologies with lower carbon emissions compared to traditional buses powered by fossil fuels.

Activities relating to Output 4:

4.1 Implementation of Intelligent Transport and Traffic Management Systems by deploying surveillance cameras, radar systems, and other sensors to monitor traffic flow, congestion, and vehicle movements in real-time; and by coordinating traffic signals to optimize the progression of vehicles along major roadways and reduce delays.

Activities relating to Output 5:

5.1 Institutional strengthening and capacity building by implementing targeted project management training programs to enhance skills in planning, execution, and monitoring. This activity will explore if a Sustainable Urban Mobility Plan could be implemented for the City of Kigali.

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

3.3 Mainstreaming

Environmental Protection & Climate Change

Outcomes of the SEA screening (relevant for budget support and strategic-level interventions)

N/A

Outcomes of the EIA (Environmental Impact Assessment) screening (relevant for projects and/or specific interventions within a project)

The EIA (Environment Impact Assessment) screening classified the action as Category B (for which an EIA will be undertaken).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project)

The Climate Risk Assessment (CRA) screening concluded that this action is at risk (climate risk will be addressed as part of an EIA)

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 and empowerment of women and girls is key to this action. An assessment will be conducted during inception phase to identify gender –transformative measures in mobility and the urban transport sector, both related to employment and to the availability, affordability, acceptability, safety, and security of public transport, to inform upcoming planning and design documents/studies. In particular, the terminal design will include mainstreaming with a gender-sensitive design features to promote mobility of women and girls in all their diversity (i.e. including those with disabilities, pregnant women, elderly women, women commuting with children, etc.) and potential using the new infrastructure to promote women’s entrepreneurship activities.

Finally, the improvement of access to Nyabugogo area with NMT is expected to enhance safety, particularly addressing women and girls in their diversity who are among the significant pedestrian groups in Rwanda.

The Action is well-aligned with the EU Gender Action Plan 2021-2025 (GAP III), in particular with two thematic areas: “Strengthening economic and social rights and empowering girls and women” and “Addressing the challenges and harnessing the opportunities offered by the green transition and digital transformation”.

Human Rights

A rights-based approach will be applied at all stages of the action to assure the key principles of this approach - meaningful and inclusive participation and access to decision-making; non-discrimination and equality; accountability and rule of law for all; and transparency and access to information supported by the systematic collection of disaggregated data, are applied during the implementation of the action.

We will assure the action contribute to the development of the capabilities and accountability of ‘duty-bearers’ to meet their obligations and/or of ‘rights-holders’ to know, claim and enjoy their human rights.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as **D1**. This implies that all human beings in all their diversity are entitled to the protection and enjoyment of their human rights. In practice, this means the action must assess patterns of inequality and discrimination in terms of protection, advantages and opportunities. For instance persons with disabilities are at risk of being discriminated against, and as the EU has ratified the Convention on the Rights of Persons with Disabilities ([CRPD](#)), special attention has to be paid to these risks. The development of the Nyabugogo station, the implementation of the NMT, the DBL as well as the supply of new buses will take into account the condition of persons with disabilities (who form only a sub-group of persons with reduced

mobility) by facilitating easy access to all these infrastructures (commercial and administrative buildings, electric charging stations, bus stops, footpaths, etc.)

Reduction of inequalities

The World Bank's Poverty and Equity Report¹⁰ of April 2023, revealed that inequality persists in Rwanda. Despite significant efforts over the past decade, the country ranks second among low-income countries with a Gini index of 43.7 (2016) compared to 52.0 in 2005/06.

In contrast, the 2016/17 Rwanda poverty profile report¹¹ of the national institute of statistics shows some change in inequality as measured by access to basic services such as health, education, water, sanitation and electricity and reiterates that some progress over the past two decades have been registered. Health outcomes and access to health have improved for many groups, although rural and regional disparities remain. Access to health care is also determined by wealth

Enrolment in primary and secondary education has increased and gender gaps have narrowed - in some cases girls' enrolment is higher than boys'. Urban-rural divides in attendance and completion rates have emerged. Significant disparities were also identified between the lowest and highest quintiles. Higher education enrolment and completion rates are declining in all groups.

Inequalities in access to the labour market have also been identified, with variations across contexts. For instance, youth unemployment is an urban phenomenon, while gender inequalities have strongly marked the rural labour market.

Other factors that influence economic empowerment include the distribution of land and financial assets. Both of these factors are influenced by gender inequalities and vary by location (urban/rural) and region, as well as wealth quintile.

Access to public services has improved over the past two decades. The survey also found that the lowest quintile made particularly significant gains in access to water and sanitation between 2011 and 2013/14, while the richest quintile benefited most from improved access to electricity.

Democracy

Citizen engagement considerations will be integral to the design of the action. The preliminary concept and design development for the Nyabugogo multi-modal transit terminal will involve several consultations, a communication strategy with citizens will be developed with diverse groups of citizens for the implementation of DBL, and inclusive street designs will be adopted along DBL corridors and surrounding the terminal.

Conflict sensitivity, peace and resilience

N/A

Disaster Risk Reduction

One of the key risks identified for this action are environmental and social risks, as the project area is close to the Nyabugogo wetland located downstream to all urban wetlands in the City of Kigali. The action will undertake mitigating measures, including environment safeguards instruments, and capacity building and awareness-raising activities, to secure the proposed intervention to reduce disaster risk and address natural and technological hazards,

¹⁰ [World Bank's Poverty and Equity Report](#)

¹¹ [Rwanda poverty profile report \(EICV 5 \(2016/17\)\)](#)

particularly environmental and social risks, and ensure that the project is implemented in a sustainable and socially responsible manner.

Other considerations if relevant

N/A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1	<p>Risk 1</p> <p><u>Political and governance</u></p> <p>The potential risk is associated with the possibility of a change in political leadership at both the city and national level, which may result in a shift in priorities and could consequently impede the progress of the project implementation.</p>	Low	High	Planned interventions align with national and city policies. Strong national backing for Nyabugogo terminal, Dedicated Bus Lanes, and fleet renewal to boost city's resilience, accessibility, and safety.
2-3	<p>Risk 2</p> <p><u>Institutional capacity for implementation and sustainability</u></p> <p>a) The implementing agency will not allocate an adequate number of staff and budget for urban mobility and the project implementation</p> <p>b) Lack of support from national and city governments to the implementing agency</p>	High	High	Key stakeholders including Mayor, Minister, PS, and DGs are fully committed to project execution. Focal points and a technical group are in place across agencies. City of Kigali (CoK) to form a Special Project Implementation Unit (SPIU) for effective management, demonstrating strong overall dedication to project success.
1	<p>Risk 3</p> <p><u>Environmental and Social</u></p> <p>The project is situated near the Nyabugogo wetland, a critical habitat that connects to downstream urban wetlands, rivers, and Lake Victoria. This location poses risks as project impacts could harm the delicate ecosystem. Project implementation might cause traffic congestion due to limited access roads, affecting air quality and health. Developing a Bus Fleet Renewal Scheme and electrical</p>	High	High	To ensure environmentally friendly project implementation, CoK will guide sustainable practices and propose mitigation measures through technical and government safeguards teams. They will also facilitate proper disposal of old buses and batteries from new e-buses, by connecting with existing recycling programs in Rwanda, encouraging international collaboration and knowledge exchange. These efforts encompass

	mobility has dual effects: reducing emissions but needing careful old bus disposal to avoid environmental risks.			architectural design principles, prioritizing high-quality standards, climate resilience, and the site's relationship with the wetland. Public spaces within the terminal area will be strategically located for safe and healthy use, with connectivity to the adjacent wetland open space. Integration with planned riverside greenways and the wetland buffer zone underscores environmental responsibility and aligns with broader conservation goals.
3,4	<p>Risk 4</p> <p><u>Operational Risk</u></p> <p>The transition to e-buses poses some challenges, particularly concerning its potential impact on the 7 operating bus companies.</p>	High	Medium	Provide financial support via incentives, technical aid for e-bus integration, phased transition planning, staff training, public-private partnerships, adaptable regulations, demand research, stakeholder engagement, performance monitoring, and used bus market support for seamless e-bus adoption and bus company adaptation.

Lessons Learnt:

There have been several lessons learned in the past in Rwanda's urban mobility sector that can be useful to rely on in planning and implementing the proposed project. Some of these include:

1. Importance of Stakeholder Engagement: Rwanda has had success in the past in the transport sector by engaging stakeholders such as transport operators, civil society groups, and local communities. This helped to ensure that the transport infrastructure and services met the needs of the population and that stakeholders were supportive of the project.
2. Need for Multi-modal Transport: Rwanda has recognized the importance of integrating different modes of transport, such as buses, trains, and bicycles, to provide a comprehensive and efficient transport system. The proposed Nyabugogo Multi-modal Transit Terminal is an example of this approach.
3. Importance of Capacity Building: Rwanda has recognized the need to build the capacity of transport operators and government agencies to effectively plan, implement, and manage transport infrastructure and services. The proposed institutional strengthening and capacity building component of the project can build on this experience.
4. Importance of Sustainability: Despite having a sustainable urban mobility plan in place for Kigali, Rwanda has recognized the importance of sustainability in transport planning, including the use of clean and efficient energy sources and the promotion of non-motorized transport. The fleet renewal scheme and promoting eMobility component of the project can build on this experience.
5. Importance of Monitoring and Evaluation: Rwanda has recognized the importance of monitoring and evaluating transport projects to ensure they achieve their intended objectives and to identify areas for improvement. The proposed project can build on this experience by incorporating robust monitoring and evaluation mechanisms.

Overall, Rwanda has made significant progress in its transport sector in recent years, and the proposed project can build on these experiences to further improve the urban mobility sector.

3.5 The Intervention Logic

The underlying intervention logic for this action is that to make Rwandan cities more inclusive, competitive, climate change resilient and with healthier air quality (Impact), one of the key dimension to address is to improve the safe, accessible and climate resilient mobility of women, men, girls and boys in all their diversity within Kigali and connected with the rest of Rwanda and neighbouring countries (Outcome). This implies that Sustainable urban development remains a key priority for the Government of Rwanda and City of Kigali.

Output 1, focused on "Improved climate resilient infrastructures and facilities at the Nyabugogo multi-modal transit terminal," directly contributes to the achievement of the outcome. It does so by enhancing accessibility, reducing waiting times, improving public transport services, and indirectly fostering safety and potential climate resilience within the transportation system.

Output 2, centred on "Improved non-motorized transport (NMT) infrastructures and facilities," directly contributes to the desired outcome. It accomplishes this by ensuring the main transport and traffic authorities ensure adequate responsibility for maintenance activities, citizens' NMT awareness and education.

Output 3, targeting "Improved e-mobility transport facilities," directly contributes to the outcome's achievement by ensuring the main transport and traffic authorities assume adequate responsibility for operating and maintaining the e-buses fleet.

Output 4, dedicated to "Upgraded Transport and Traffic Management Systems" is another essential component of the intervention. It directly contributes to the outcome, based on the assurance that the main transport and traffic authorities ensure adequate responsibility for integrating the Intelligent Transport and Traffic Management Systems into the existing transportation infrastructure. These systems use advanced technologies to optimize traffic flow, manage congestion, and reduce emissions in Kigali and connected areas. The integration of intelligent systems aligns with environmental and sustainability goals.

Lastly, Output 5, which focuses on "Enhanced institutional capacity in MININFRA and the City of Kigali (CoK), including use of digital data (e.g. GPS) for public transport planning when needed," directly contributes to the realization of the outcome by improving planning, inclusive urban policy development, disability inclusion, project management, collaboration, monitoring, and evaluation capacity of male and female personnel of those institutions. Additionally, it promotes inclusive governance practices, all of which are essential for achieving the outcome's objectives related to urban mobility, safety, climate resilience, and access.

In summary, each of the five outputs plays a crucial role in achieving the specific outcome, which, in turn, contributes to the broader impact of making Rwandan cities more inclusive, competitive, climate change resilient and with healthier air quality.

3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To make Rwandan cities more inclusive, competitive, climate change resilient and with healthier air quality	<p>1. SDG 11.2.1 Proportion of population that has convenient access to public transport, disaggregated by sex, age and disability status (GERF 1.23)</p> <p>2. SDG 11.5.3: (a) Damage to critical infrastructure and (b) number of disruptions to basic services, attributed to disasters</p> <p>3. SDG 11.6.2: Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted)</p>	<p>1. Tbd at inception stage (2024)</p> <p>2. Tbd at inception stage (2024)</p> <p>3. 42.3 (2019)</p>	<p>1 Tbd at inception stage (2030)</p> <p>2. Tbd at inception stage (2030)</p> <p>3. 35 (2030)</p>	SDG 11 reports for Rwanda (target 11.2, 11.5, 11.6, 11.7)	<i>Not applicable</i>
Outcome 1	1 Improved safety, accessibility and climate resilience mobility for women, men, girls and boys in all their diversity within Kigali and with the rest of Rwanda and neighbouring countries	<p>1.1 Average annual daily traffic on new or upgraded roads (vehicles/year) (EFSD+ ReMF)</p> <p>1.2 Number of Public Transport Trips Originating from Nyabugogo Multi-Modal Transit Terminal per year</p> <p>1.3 Number of Recorded Road Accidents involving Non-Motorized Transport (NMT) Users</p> <p>1.4 Waiting time in the City of Kigali in peak hours (minutes)</p>	<p>1.1 TBD at inception stage (2024)</p> <p>1.2 TBD at inception stage (2024)</p> <p>1.3 TBD at inception stage (2024)</p> <p>1.4 30 (2022/2023)</p>	<p>1.1 TBD at inception stage (2030)</p> <p>1.2 TBD at inception stage (2030)</p> <p>1.3 TBD at inception stage (2030)</p> <p>1.4 15 (2029)</p>	<p>1.1 RTDA reports/project reports</p> <p>1.2 RTDA reports/project reports</p> <p>1.3 Rwanda National Police Statistics</p> <p>1.4 RURA/RTDA reports</p>	Sustainable urban development remains a key priority for the Government of Rwanda and City of Kigali

		<p>1.5 Transit time from Kigali to Mombasa (hours)</p> <p>1.6 Number of women and girls reporting feeling unsafe when using public transport</p>	<p>1.5. 182 hours (2021)</p> <p>1.6 TBD at inception stage (2024)</p>	<p>1.5 120 hours (2030)</p> <p>1.6. TBD at inception stage (2030)</p>	<p>1.5 Annual Northern Corridor Transport Observatory Reports</p> <p>1.6. National Police reports</p>	
Output 1 relating to Outcome 1	1.1 Improved climate resilient infrastructures and facilities at the Nyabugogo multi-modal transit terminal,	<p>1.1.1 Number of dedicated bus lanes supported</p> <p>1.1.2 Additional multi-modal transit terminal capacity (million passengers per year)</p> <p>1.1.3 Number of transport/logistic infrastructures supported which are based on a gender analysis of risks, need, demand, barriers and supply (EFSD+ ReMF)</p>	<p>1.1.1 0 (2024)</p> <p>1.1.2 TBD at inception stage (2024)</p> <p>1.1.3 0 (2024)</p>	<p>1.1.1 4(2030)</p> <p>1.1.2 TBD at inception stage (2030)</p> <p>1.1.3 1 (2030)</p>	<p>1.1.1 RTDA reports/project reports</p> <p>1.1.2 RTDA reports/project reports</p> <p>1.1.3 RTDA reports/project reports</p>	The public transport services operating from the Nyabugogo terminal need to run smoothly, adhere to schedules, provide reliable service, and offer an attractive mode of transportation for commuters
Output 2 relating to Outcome 1	1.2 .Improved non-motorised transport (NMT) infrastructures and facilities	<p>1.2.1 Number of dedicated lanes for cyclists and pedestrians with universal access supported</p> <p>1.2.2 Number of safe pedestrian crossings supported</p> <p>1.2.3 Number of street lighting installed with EU support</p>	<p>1.2.1 0 (2024)</p> <p>1.2.2 0 (2024)</p> <p>1.2.3 0 (2024)</p>	<p>1.2.1 TBD at inception stage (2030)</p> <p>1.2.2 TBD at inception stage (2030)</p> <p>1.2.3 TBD at inception stage (2030)</p>	<p>1.2.1 RTDA reports/project reports</p> <p>1.2.2 RTDA reports/project reports</p> <p>1.2.3 RTDA reports/project reports</p>	The main transport and traffic authorities ensure adequate responsibility for maintenance activities, citizens' NMT awareness and education
Output 3 relating to Outcome 1	1.3 Improved e-mobility transport facilities	1.3.1 Share of low carbon buses in the buses fleet of the City of Kigali (percentage)	1.3.1 0 (2023)	1.3.1 50% (2030)	1.3.1 RTDA reports/ project reports	The main transport and traffic authorities ensure adequate responsibility for operating and maintaining the e-buses fleet.

<p>Output 4 relating to Outcome 1</p>	<p>1.4 Upgraded Transport and Traffic Management Systems</p>	<p>1.4.1 % of road network type covered by real-time traffic information facilities</p>	<p>1.4.1 0 (2023)</p>	<p>1.4.1 TBD at inception stage (2030)</p>	<p>1.4.1 RTDA reports/ project reports</p>	<p>The main transport and traffic authorities ensure adequate responsibility for integrating the Intelligent Transport and Traffic Management Systems into the existing transportation infrastructure.</p>
<p>Output 5 relating to Outcome 1</p>	<p>1.5 Enhanced institutional capacity in MININFRA and the City of Kigali (CoK) including use of digital data (e.g. GPS) for public transport planning when needed.</p>	<p>1.5.1 Number of MININFRA and CoK staff trained with the support of the EU who demonstrate increased skills in planning, use of digital data, inclusive urban policy development, disability inclusion, project management, collaboration, monitoring, and evaluation disaggregated by sex, age, disability status and type of position held.</p> <p>1.5.2 Number of Policy Dialogue initiatives supported (of which number of those that include dialogue on gender equality)(EFSD+ ReMF)</p>	<p>1.5.1 0 (2024)</p> <p>1.5.2 0 (2024)</p>	<p>1.5.1 20 (2030)</p> <p>1.5.2 4 (2030)</p>	<p>1.5.1 Progress reports</p> <p>1.5.2 Progress reports</p>	<p>The assumption is that staff members are motivated and willing to participate in training and policy dialogue opportunities to enhance their professional development and contribute to their organizations .</p>

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Republic of Rwanda.

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 72 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 Modalities of the Budget Support Component

N/A

4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹².

4.4.1 Contribution to the Africa Investment Platform

This contribution may be implemented under indirect management with the entities, called Lead Finance Institutions, identified in the Appendix to this Action Document.

4.4.2. EFSD + operations covered by budgetary guarantees

A part of this action may be implemented through budgetary guarantees under indirect management. The budgetary guarantees would fall within the following priority areas: "A Green Deal for inclusive development".

This section 4.4.2 is included for information purposes only. A comprehensive action plan covering all EFSD+ budgetary guarantees and the financing decision for the entire annual commitment under the EFSD+ budget line are adopted separately.

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

N/A

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.

¹² 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

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	EU contribution (amount in EUR)	Third-party contribution (amount in EUR)
	10 000 000	
Implementation modalities – cf. section 4.4		
Contribution to the Africa Investment Platform-c.f.4.4.1 Objective: to improve the safe, accessible and climate resilient mobility of women, men, girls and boys in their diversity, within Kigali and with the rest of Rwanda and neighboring countries.	10 000 000	
Evaluation – cf. section 5.2 Audit – cf. section 5.3	may be covered by another Decision	N.A.
Contingencies	N.A.	N.A.
Totals	10 000 000	

4.7 Organisational Set-up and Responsibilities

To ensure effective implementation and strategic guidance of the action, a Steering Committee (SC) will be established. The SC will be composed of various members including the City of Kigali, the Ministry of Infrastructure, Rwanda Housing Authority, Rwanda Transport Development Agency, EU Delegation in Rwanda, and the lead IFI chosen for action implementation. Other members from government ministries/agencies, development partners, civil society or private sector may also be included on a case-by-case basis. Existing local civil society organisations – like women's human rights organisations (i.e. Rwandan Association for Women in Science and Engineering – RAWISE) and those representing persons with disabilities (i.e. National Union of Disabilities' Organisations of Rwanda – NUDOR) shall be involved in the design and participation of the implementation processes. The composition of the Project Steering Committee shall strive for equal representation of women and men in the committee.

The SC's main responsibilities include validating work plans and budgets, overseeing project performance, ensuring coherence among various activities, and providing information on relevant complementary activities carried out within the framework of other initiatives funded by development partners or the Rwandan government. Additionally, a project implementation unit will be established within the City of Kigali.

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.

4.8 Pre-conditions [Only for project modality]

N/A

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 gender, human rights and disability sensitive indicators, using as reference the logframe matrix.

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:

Monitoring and reporting on indicators of the logframe matrix, including data collection (baselines, targets) will be under the responsibility of the Lead Finance Institution selected, in collaboration with the City of Kigali and other main stakeholders to the project.

Monitoring of progress made on the Team Europe Initiative on Sustainable Rwandan cities fit for the digital age will be under the responsibility of each EU partner involved, with an overall joint intervention logic agreed upon between concerned the EU, Member States and European financing institutions.

All monitoring and reporting shall assess how the action is considering the principle of gender equality, human-rights based approach, and rights of persons with disabilities including diversified indicators to be disaggregated at least by sex.

5.2 Evaluation

Having regard to the importance of the action, a mid-term and final evaluations may be carried out for this action or its components via an implementing partner or via independent consultants contracted by the Commission.

The mid-term evaluation may be carried out for problem-solving and learning purposes, in particular with respect to the operationalization of Dedicated Bus Lanes (DBL) alongside traffic management strategies and the introducing of e-buses, which would both be innovative actions for the City of Kigali.

The final evaluation may be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the operationalization of Dedicated Bus Lanes (DBL) alongside traffic management strategies and the introducing of e-buses would both be innovative actions for the City of Kigali.

The Commission shall inform the implementing partner at least 1 month 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.

As the action is part of a wider TEI, both mid-term and final evaluations may be carried jointly with contributing Member States and EDFIs to provide an overview of the action within the larger impact of the TEI.

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.

All evaluation shall assess to what extent the action addresses the human rights-based approach and well as how it contributes to gender equality and disability inclusion. Expertise on human rights-based approach, disability and gender equality will be ensured in the evaluation teams.

The financing of the evaluation may be covered by another measure constituting a Financing Decision.

5.3 Audit and Verifications

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

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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

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 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

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

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

Action level (i.e. Budget Support, blending)		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e. top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Contract level		
<input type="checkbox"/>	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
	(...)	
Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)		
<input type="checkbox"/>	Group of contracts 1	

APPENDIX 2 - Indicative list of Eligible financial institutions

Eligible financial institutions to submit blending proposals to the Africa Investment Platform for the implementation of activities under the proposed action.

Acronym of Legal Entity	Legal Entity (sub-entities covered (if any) via hyperlink)
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ADB	Asian Development Bank
AfDB	African Development Bank
AU-IBAR	African Union
CABEI	Central American Bank for Economic Integration
CIFOR	Centre for International Forestry Research
DBSA	Development Bank of Southern Africa
EADB	East African Development Bank
EBRD	European Bank for reconstruction and development
EDFI	European Development Finance Institutions ¹³
EIB	European Investment Bank
EIF	European Investment Fund
IADB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
NEFCO	Nordic Environment Finance Corporation
OIE	World Organisation for Animal Health
SPC	The Pacific Community
SPREP	South Pacific Regional Environment Programme
TDB	The Eastern and Southern African Trade and Development Bank
WBG	World Bank Group (IBRD, IDA, IFC, MIGA, ICSID)
WFP	World Food Programme

Acronym	National Agency, Country
AECID	Agencia española de cooperación internacional al desarrollo, Spain
AFD	Agence française de développement, France
BIO	Belgian Investment Company for Developing Countries
CDP	Cassa depositi e prestiti S.p.A., Italy
COFIDES	Compañía española de financiación del desarrollo, Spain

¹³ EDFI is an association of 15 bilateral European development finance institutions with a private sector mandate. These institutions are the Belgian Investment Company for Developing Countries (BIO), the CDC Group, Compañía Española de Financiación del Desarrollo (COFIDES), the German Investment and Development Corporation (DEG), the Finnish Fund for Industrial Cooperation (FINNFUND), the Netherlands Development Finance Company (FMO), Denmark's Investment Fund for Developing (IFU), the Norwegian Investment Fund for Developing Countries (Norfund), the Development Bank of Austria (OeEB), France's Proparco, the Belgian Corporation for International Investment (SBI-BMI), the Swiss Investment Fund for Emerging Markets (SIFEM), Società Italiana per le Imprese all'Estero (SIMEST), Portugal's Sociedade para o Financiamento do Desenvolvimento (SOFID) and Swedfund International AB.

DEG	Deutsche Investitions- und Entwicklungsgesellschaft mbH, Germany
FMO	Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden, Netherlands
KfW	Kreditanstalt für Wiederaufbau, Germany
PROPARCO	Groupe Agence Française de Développement, France
RVO	Rijksdienst voor Ondernemend Nederland (Netherlands Enterprise Agency), Netherlands
SIMEST	Società Italiana per le Imprese all'Estero, Italy
USAID	United States Agency for International Development, USA