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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX I**

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

**Action Document for “Support to the Sustainable Urban Development of Kingston”**

**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**

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	<b>Support to the Sustainable Urban Development of Kingston</b> OPSYS number: ACT - 62129 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Jamaica
<b>4. Programming document</b>	Multiannual Indicative Programme (MIP) for Jamaica 2021-2027
<b>5. Link with relevant MIP(s) objectives / expected results</b>	The project falls under the MIP Priority Area 2 (Climate Change and Environment). Particularly, it pursues specific objective 1: <b>to improve resilience to impacts of climate change and disasters caused by natural events affecting sustained economic and social development.</b> The Expected Result (A.5): entails the support of resilient infrastructures.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Priority area(s) and sectors (3-digit DAC): General Environment Protection – 410, Disaster prevention and preparedness -740 and Other Multisector – 430
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG (1 only): <b>SDG 11: Make cities inclusive, safe, resilient and sustainable</b> Other significant SDGs (up to 9) and where appropriate, targets:

	SDG 6: Clean Water and Sanitation SDG 8: Decent work and economic growth SDG 12: Responsible Consumption and Production SDG 13: Climate Action SDG 14: Life below water SDG 15: Protection of terrestrial ecosystems SDG 17: Partnerships to achieve goals			
<b>8 a) DAC code(s)</b>	410 Environmental Protection = 10% 43030 Urban Development and Management = 80% 14050 Waste management/disposal = 10%			
<b>8 b) Main Delivery Channel</b>	Recipient Government - 12000 International NGOs - 21000 Developing country-based NGO – 23000 Private sector institutions - 60000 Multilateral Organisations - 40000			
<b>9. Targets</b>	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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	Principal objective
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	/
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity energy transport health education and research	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	/
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
12. Amounts concerned	Budget line(s) (article, item): 14.020141 Total estimated cost: EUR 7,200,000 Total amount of EU budget contribution EUR 7,200,000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
13. Type of financing	<b>Direct management</b> through: Grants Procurement  <b>Indirect management</b> with the Inter-American Development Bank (IDB)			

## 1.2 Summary of the Action

Kingston is the centre of Jamaica's financial infrastructure, housing the headquarters of the country's major banks and financial institutions. Its Harbour in particular, one of the largest and most significant in the Caribbean, is crucial for international trade, managing a substantial portion of Jamaica's imports and exports and linking the island to global markets. The port's strategic location positions Kingston as a potential pivotal hub for maritime commerce, supporting key industries like logistics, manufacturing, and distribution.

Jamaica, like many other Caribbean islands, is particularly vulnerable to the impacts of climate change due to its geographic location in the hurricane belt and small size. The country ranks as the world's third-most vulnerable nation to multiple hazards, its population is exposed to threats like earthquakes, tropical cyclones, droughts, floods, and landslides. Climate change is expected to worsen these events including infrastructure destruction, economic disruptions, and reduced access to crucial services.

The capital Kingston, located on Jamaica's southern coast, accommodates 26% of the population along with critical infrastructure. The city faces significant challenges, including (i) marine pollution from untreated waste and (ii) drainage issues in the Harbour area due to obsolete infrastructure susceptible to frequent flooding exacerbated by rising sea levels attributed to climate change. The European Union and the Government of Jamaica have committed to addressing these issues during the EU-CELAC summit in 2023, in the framework of the Global Gateway Investment Agenda. The political commitment revolves around the goal to turn Kingston into a global logistics hub, in line with Jamaica's own ambition,<sup>1</sup> catalysing European investment to deliver on the objectives of the Investment Agenda and strengthen our bilateral ties.

The proposed action will focus on:

(i) Enhanced restoration of coastal ecosystems: marine pollution will be addressed by cleanup activities to prevent further accumulation of waste, mangrove ecosystem protection around the Kingston Harbour, utilizing their natural ability to act as barriers, and awareness-raising activities educating about irresponsible waste disposal and its environmental impact on marine ecosystems and coastal resilience.

(ii) Enhanced Kingston's infrastructure resilience: mitigating regular flooding and supporting Kingston's economic development. The Action will support the necessary assistance to increase the pipeline of environmentally sustainable, financially viable public-private partnership (PPP) projects in Kingston aimed at boosting infrastructure investment and fostering best practices in project preparation. The assistance, delivered through two Project Preparation Facilities and the construction of a pedestrian bridge across Rio Cobre, intends to facilitate and unlock European investments in line with the Global Gateway strategy<sup>2</sup> to foster Kingston's transformation into a green, innovative international city.

### 1.3 Zone benefitting from the Action

The Action shall be carried out in Jamaica included in the list of ODA recipients.

## 2 RATIONALE

### 2.1 Context

Jamaica has low national population growth rates (currently below 0.5%)<sup>3</sup> and the share of the urban population has remained between 54–57%<sup>4</sup> for more than a decade. However, urban areas are continuously expanding and the land consumption per capita is high due to low urban densities. Cities are concentrated at the coastline, making them contributors but also more vulnerable to environmental degradation and loss of biodiversity, compounded by climate change and exacerbated by the contamination from solid waste and wastewater.

Estimates of the amount of waste produced in Jamaica vary from 800.000 to 1.3 Mio tonnes per year. As much as 50% of the solid waste generated in the country is attributed to the Kingston and St Andrew Corporate Area (KSAC) while accounting only for 26% of the population. Approximately 80% of the total waste collection in the country is done directly by the Government. The quality of their service has been deteriorating because of budgetary constraints. The remaining 20% of the waste collected is handled by private collectors<sup>5</sup>.

Around 30% of the total waste that is not collected, accumulates in the city's gullies and is washed into the ocean, causing serious pollution to the marine environment and to the mangrove ecosystem of Kingston Harbour. The degradation of this natural coastal defense diminishes coastal resilience, marine biodiversity, and fish nurseries, severely impacting the livelihoods of fishers and their families, as well as the quality of

<sup>1</sup> <https://www.miiic.gov.jm/content/what-jamaica-logistics-hub-initiative>

<sup>2</sup> [https://www.eeas.europa.eu/eeas/global-gateway\\_en#77626](https://www.eeas.europa.eu/eeas/global-gateway_en#77626)

<sup>3</sup> <https://www.worldometers.info/world-population/jamaica-population/>

<sup>4</sup> <https://www.statista.com/statistics/527161/urbanization-in-jamaica/>

<sup>5</sup> Source: National Solid Waste Management Authority NSWMA 2023

life for citizens.

Within the Jamaican context and specific to this Action, Climate Change, Integrated Solid Waste Management and Urban Renewal are national priorities. Goal #4 of Vision 2030 Jamaica<sup>6</sup> National Development Plan (Vision 2030) “Jamaica has a healthy natural environment” is realised through three interrelated National Outcomes: (1) the sustainable management of the environment and natural resources, (2) hazard risk reduction and adaptation to climate change (HRRCCA), as well as (3) sustainable urban and rural development.

This closely aligns with the global Agenda 2030 and its Sustainable Development Goals (SDGs), which include targets such as: making cities inclusive, safe, resilient and sustainable (*Goal 11*) and substantially reducing waste generation through prevention, reduction, recycling, and reuse (*Goal 12*). These targets have to be achieved with the appropriate policies which provide legal, regulatory and institutional framework to facilitate an integrated and sustainable management of all forms of waste, whilst simultaneously creating an enabling environment for economic and social prosperity.

Jamaica's comprehensive approach to climate change is articulated in several key documents, including its Vision 2030 Development Strategy. The country is actively updating its sectoral policies to fully integrate climate risk considerations, as outlined in the International Climate Change Policy Framework (ICDPF), the Updated Nationally Determined Contribution (NDC), the National Communication on Adaptation, and other sector-specific strategies and plans. These documents align with Jamaica's long-term development goals, addressing areas such as energy security, sustainable environmental management, hazard risk reduction, and climate change adaptation.

While solid waste management regulations are evolving to tackle increasing environmental concerns, particularly regarding plastic pollution, Jamaica still lacks a comprehensive solid waste management strategy. This policy could be supported by sectoral dialogue through Euroclima, emphasizing the need for real upstream solutions for long-lasting results. Recent initiatives include the introduction of new policies for managing single-use plastics and efforts to improve the overall waste management framework. Besides the EU, other international donors supporting solid waste management include UNEP, IDB, the Green Climate Fund, UN-Habitat, and the World Bank.

The Medium-Term Socio-Economic Policy Frameworks (MTFs) are three-year plans developed through a "bottom-up" process, where Ministries, Departments and Agencies of the Government of Jamaica (MDAs) identify key actions from their Strategic Business Plans to support national policies like Vision 2030. Managed by the Planning Institute of Jamaica's (PIOJ) Vision 2030 Secretariat, these frameworks do not list specific projects but outline priority actions to achieve national goals. The current MTF (2021–2024) focuses on advancing the goal of a healthy natural environment and guides the selection of projects for the annual Public Sector Investment Program (PSIP).

The PIOJ, in collaboration with the Climate Change Division of the Ministry of Economic Growth and Job Creation, as well as several MDAs launched the “*International Climate Finance Strategic Framework (ICFSF)*”<sup>7</sup> on the 30th of October 2023 covering the period 2024–2027. Seven strategic priority areas, divided into three pillars: Mitigation, Adaptation, and Institutional Framework, were identified for International Development Partners (IDPs) to support Jamaica's climate commitments over the next three years (2024–2027).

The ICFSF serves as a practical roadmap for both the Government of Jamaica (GoJ) and the IDPs to efficiently channel external resources towards addressing the country's climate change challenges. This Action is in line with the guidelines and principles outlined in the ICFSF which ensure that projects are not only strategically planned but also in complete alignment with internationally recognized standards and best practices in climate finance. In particular, the Action is in line with strategic priority number 5 to “*provide technical assistance*

<sup>6</sup> <https://www.vision2030.gov.jm/>

<sup>7</sup> [https://megjc.gov.jm/wp-content/uploads/2021/11/Updated-Climate-Change-Policy-Framework\\_with-message-16032023.pdf](https://megjc.gov.jm/wp-content/uploads/2021/11/Updated-Climate-Change-Policy-Framework_with-message-16032023.pdf)

and/or grant funding to facilitate mobilization of concessional climate financing<sup>8</sup> for significant infrastructure/capital projects aimed at adaptation, particularly in the Tourism, Agriculture, Water, Energy, and Coastal and Marine Resources sectors”.

## 2.2 Problem Analysis

Jamaica stands out as the world's third-most vulnerable nation to a range of hazards, as more than 96 percent of its Gross Domestic Product (GDP) and population face exposure to two or more threats. The country is particularly at risk to earthquakes and various extreme weather events, including tropical cyclones, droughts, floods, and landslides which are expected to become more frequent and severe due to the impacts of climate change.

These incidents often result in the destruction of infrastructure, disturbances to livelihoods, reduced economic output, loss of production systems, and disruptions to crucial social services, including access to water for sanitation and hygiene. Kingston is not only the largest city in Jamaica but also one of the largest in the Caribbean region. It is also the location of several critical infrastructures such as the harbour and the international airport. The city is also the biggest producer of non-biodegradable waste, which largely remains untreated.

The great majority of surface and rain water, along with a part of the industrial and domestic waste, is directly discharged into the Kingston Harbour from rivers and drainage gullies which continue to function as a flushing system, contributing significantly to marine pollution. The gullies<sup>9</sup>, originally designed to drain rainwater, now serve as dumpsites and wash debris into the sea.

This situation poses a threat to the development of the urban economy and the resilience of the coast by destroying its mangroves and biodiversity, increasing the vulnerability of the coastal city to natural disasters. Mangrove forests, particularly those near human populations, are severely impacted by plastic waste, causing degradation of water, soil, and air quality. Plastic waste and other debris can physically obstruct the roots and trunks of mangrove trees, impairing their growth and stability, while accumulation of solid waste can degrade the habitat quality for various species that live in mangrove areas, affecting biodiversity and ecosystem health. In specific conditions, increased sediment load from eroded soil and construction activities can also alter the hydrology of mangrove areas, when excessive sedimentation can bury mangrove roots and seedlings, impeding their ability to access nutrients and causing die-off. It is also important to note that mangroves play a crucial role in climate resilience by absorbing significant amounts of carbon dioxide, protecting coastlines from storm surges, and supporting biodiversity in general.

Additionally, the Kingston Harbour and adjacent land was built in some places below sea level. Later, the establishment of the major transshipment port was accompanied by the development of warehousing but there was no further development of the road and drainage infrastructure. Compounding the deterioration of the infrastructure, the building of a six-lane highway adjacent Newport West introduced a severe drainage problem as water accumulates on the highway from lands adjoining it, flows into Newport West and floods the offices, warehouses, and port facilities.

Jamaica stands at the forefront of the Caribbean region as a logistics hub, strategically positioned at the crossroads of major international trade routes. Partially operated by a subsidiary of the French *Compagnie Maritime d'Affrètement Compagnie Générale Maritime* (CMA CGM), Kingston Harbour boasts state-of-the-art infrastructure, modern transportation networks, and world-class port facilities.

In spite of these assets and its significant growth potential, Kingston Harbour's competitiveness is significantly hindered by regular massive flooding. The Master Plan produced by the National Works Agency estimates total annualised losses at 17 million USD. Floods disrupt business, immobilize port operations, interrupt supply chains and degrade Jamaica's reputation as a reliable Logistics Hub, and also affect its central role in maritime regional connectivity. This vulnerability to floods –exacerbated by climate change- is a major impediment to Jamaica's ambition to expand its logistic hub capabilities and to tap into this significant growth niche at country

<sup>8</sup> From European and international DFIs

<sup>9</sup> While addressing a lasting solution for the current situation of the gullies is beyond the immediate objectives of this Action, the EU will continue to be engaged in sustained policy discussions with governmental bodies to foster the implementation of effective strategies for mitigation of the current situation.

level.

In order to address the issue, the Shipping Association of Jamaica, the organisation that integrates and represents the private sector operators within the Harbour including CMA CGM subsidiary, have a plan to address the drainage issue and upgrade the area into a world class logistics facility. The Shipping Association has requested that the EU finances, as part of a Global Gateway initiative, the necessary feasibility/design studies and preparation of tenders for the procurement of the works needed to address the drainage issue and upgrade the Port. The Shipping Association would envisage a PPP with the Government and contract a loan with the EIB and other DFIs to finance the works.

*Modernization and green transition of the port:* the port and its operators are aware of the need to modernize their operations and adapt to future green challenges. They have expressed in this regard the need for technical assistance for a strategic modernizing plan. To align with environmental sustainability goals, a particular emphasis will be placed on integrating green practices within the regulatory framework and interlinking this initiative with other EC funded programmes such as Euroclima or Zero Waste in the Caribbean. This could include investments in circular economy practices, renewable energy use, waste management infrastructure, green logistics, biodiversity protection, etc.

*Investment in sustainable infrastructure:* one significant factor contributing to the lack of investment in sustainable infrastructure is the insufficient pipeline of bankable projects. Many government agencies struggle to finance the extensive and costly preparatory work required, due to their limited budgets and capacity. Designing, procuring, and overseeing these complex projects demand specialised expertise and resources that are often beyond the reach of public institutions. As a result, the initial stages of project development, which are crucial for attracting private investment, remain underfunded and inadequately supported.

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

Solid waste management, urban development as well as environmental protection and conservation are covered by a multiplicity of institutions, including public, private and civil society organisations. .

At **institutional level**, the Planning Institute of Jamaica (PIOJ), an autonomous agency under the Ministry of Finance and Public Service (MoFPS), is responsible for leading Jamaica's national planning and development efforts, including the monitoring, evaluation and reporting of Vision 2030, the MTFs and the SDGs. It will play a pivotal role in coordination efforts. It is responsible for monitoring policy implementation across all sectors and effectively integrating contributions from International Development Partners (IDPs) into national projects.

Regarding urban resilience, the primary government stakeholder is the Ministry of Economic Growth and Job Creation (MEGJC), which holds primary responsibility for policy guidance, planning, and management across several critical sectors addressed by this Action, including urban development, forestry, marine conservation, climate change initiatives, coastal management, port development, and special economic zones development. Within MEGJC, the implementing partners will be closely working with the National Environment and Planning Agency (NEPA), which is in charge of urban planning and environmental greening initiatives. Another important line ministry will be the Ministry of Local Government and Rural Development, which oversees the National Solid Waste Management Authority (NSWMA). The NSWMA manages waste collection, transportation, and disposal for residential, commercial, and special waste, with the mandate to promote efficient waste management. Together with NEPA and the NSWMA, the Municipality of Kingston will play a crucial role in the awareness campaign to foster a culture of environmental responsibility.

Through educational programs, community engagement, and strategic communication, the NSWMA leverages its expertise to inform and motivate citizens about the importance of reducing waste, recycling, and proper disposal methods. This holistic approach helps, alongside with the raising awareness campaign.

**Civil society is directly affected by pollution and natural disasters and are already actively working on addressing these issues.** Organizations such as Grace Kennedy Foundation, Clean Harbours Jamaica Limited, and ESIROM Foundation have been working to clean up and prevent waste from entering the Kingston Harbour and have been involved in advocacy and public education and awareness campaigns. The Environmental

Foundation of Jamaica also works to catalyze on-the-ground change in environmental conservation, sustainability, and forest conservation.

Academia is also involved in this sector, and produces expert advice: the University of the West Indies (UWI) for example, conducts research and identifies solid waste accumulation hotspots for various interventions. Within UWI, the MGI-Blue Group uses remote sensing and GIS technology for informed decision-making, while the Center for Marine Sciences focuses on mangrove restoration, including habitat management, mangrove selection and provision, and monitoring.

Regarding the **economic development of Kingston**, the Ministry of Industry, Investment, and Commerce (MIIC) is responsible for promoting economic development through industrial growth, investment attraction, trade facilitation, small business support, policy formulation and implementation, and regulatory compliance. The Development Bank of Jamaica (DBJ) is currently designated as the Government of Jamaica's (GoJ) Privatization Secretariat and is responsible for implementing the GoJ's PPP Programme.

The Shipping Association of Jamaica (SAJ) represents terminal operators, stevedoring contractors, and shipping agents and intends to transform Newport West into a world-class logistics facility, contingent upon the completion of a drainage project of the area.

The National Water Commission (NWC), fully owned by the GoJ, is the main institution responsible for all major water and sewerage operations in Jamaica. It operates as a commercially viable entity independent from central government financial support. To achieve viability, the NWC needs to operate at optimal efficiency and set rates/tariffs to ensure full cost recovery, covering operational and capital investment costs. The NWC will be a key player since it has extensive experience with multilateral agencies, taking loans and receiving technical assistance support from development banks. The NWC has many projects awaiting financing for investments and many more at various levels of preparation.

**International stakeholders** include the European Investment Bank (EIB), Development Finance Institutions (DFIs), and EU Member States present in Jamaica, notably Belgium, France, Germany, and Spain.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The **Overall Objective** (impact) of this action is **to advance the sustainable and inclusive urban development in Kingston.**

The **Specific Objectives** (outcomes) of this action are as follows:

- 1:** Enhanced restoration of coastal ecosystems.
- 2:** Enhanced government attractiveness to European investments for resilient Kingston infrastructure projects in line with the Global Gateway Investment Agenda

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

- 1.1.** Reduced **amount of waste** entering into the ocean
- 1.2** Enhanced **restoration of mangroves**
- 1.3.** Increased **awareness** of the effects of waste disposal in the gullies and its contribution to ocean pollution.
- 2.1.** Increased **pipeline of projects for resilient infrastructure**, focusing on key physical infrastructure in line with the priorities of the Global Gateway Investment Agenda
- 2.2** Increased safe passage **for the community** around the Rio Cobre Water Treatment Plant

## 3.2 Indicative Activities

### Activities relating to Output 1.1:

- Contribution to an ongoing initiative **to intercept waste in gullies to cut the inflow of pollution** into the ocean.

### Activities relating to Output 1.2:

- **Support ecosystem restoration initiatives** c reduced (activity 1).

### Activities relating to Output 1.3:

- Develop a campaign aimed at **creating awareness** about the consequences of irresponsible waste disposal and proper waste management practices.

### Activities relating to Output 2.1:

- (Focus on Kingston Harbour) Set-up of a **Project Preparation Facility (PPF)** linked to the Global Gateway Investment Agenda project in **Kingston Harbour**: the PPF will aim at financing inter alia feasibility studies, the design, environmental impact assessment, assistance for regulatory approvals, technical support, and capacity building to enable the investments to address the drainage issue and upgrade the port's infrastructure. Other foreseen activities include, should budget allow, (i) the formulation and/or partial implementation of the modernisation of the Port and its green transition, (ii) ad-hoc TA arising from sector Working Groups that are conducive to further private (European) or public investments.
- (Focus on broader Kingston area) **Participation in the government-led PPF** managed by the Development Bank of Jamaica and the Inter-American Development Bank (IDB). This Facility will assist government agencies in developing comprehensive business cases and essential documentation for structuring and initiating international bidding processes to facilitate PPPs. The EU will pursue donor coordination and steer engagement towards opportunities for European investments in Kingston linked to the Global Gateway priority sectors. EU funds will be earmarked and not be diverted beyond the scope of the GGIA.

The Technical Assistance offered through both Project Preparation Facilities (PPFs) will focus on projects of joint interest under the Global Gateway, geared towards resilience, economic growth, green requirements and unlocking European investments in Kingston. It will ensure that projects are aligned with international best practices (i.e. compliance with international environmental regulations, robust risk management strategies, and long-term sustainability) during the tender preparation phase. This support aims to ensure a fair participation of European private investors and increases the success rate of bankable infrastructure projects in Kingston contributing to the GGIA.

### Activities relating to Output 2.2:

- **Support the community around the Rio Cobre Water Treatment Plant** through the construction of a pedestrian bridge. This initiative aims to optimize the impact of an existing European PPP investment in the water and sanitation sector as the bridge will be the only passage over Rio Cobre within miles; it will ensure the safe crossing of local population, suppliers and workforce to the Plant area, improving a European investment in the water and sanitation sector in the Kingston area under the Global Gateway Investment Agenda.

## 3.3 Mainstreaming

### **Environmental Protection & Climate Change:**

**Outcomes of the SEA screening:** the Strategic Environmental Assessment (SEA) screening concluded that no further action was required.

**Outcome of the EIA (Environmental Impact Assessment) screening** classified the action as Category C (no need for further assessment).

**Outcome of the CRA (Climate Risk Assessment) screening** concluded that this action is no or low risk (no need for further assessment). However, infrastructure renewal for better urban drainage and climate resilience will need a climate risk assessment which will be undertaken by the directly managed Project Preparation Facility.

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## **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 G0.** This implies that gender is not targeted by specific activities or components in this Action. However, women and girls will benefit from the Action in terms of improved living conditions and a safer environment. Additionally, special attention will be paid to include women and youth organisation in all consultations, in order to address waste management policies and initiatives from a gender and inclusive perspective.

This Action is also aligned with the EU GAP III <sup>10</sup> and its key priorities: “Addressing challenges and harnessing the opportunities offered by the green transition and the digital transformation” and in particular, to ensure that gender inequalities are not perpetuated or exacerbated by this Action.

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## **Human Rights**

The UN, on June 28<sup>th</sup> 2022, declared the access to a clean and healthy environment as a universal human right. This right recognises that all people should have the right to live in a safe and healthy environment, free of pollution and its devastating effects. With this Action, thousands of citizens should be closer to obtaining this right.

A human rights-based approach will be applied throughout EU cooperation and will advance the goals set out in the EU’s Action Plan on Human Rights and Democracy 2020-2024<sup>11</sup>, with particular attention to tackling inequalities, furthering women and girls’ empowerment, as well as promoting the rights of vulnerable groups, including children, refugees, displaced people and migrants, and indigenous people.

The private sector will be encouraged to follow the UN Guiding Principles on Business and Human Rights (in particular, the rights of women, indigenous peoples, national, ethnic, religious and linguistic minorities, children, persons with disabilities and migrant workers and their families as set out in the Principles<sup>13</sup>) and other internationally adopted responsible business guidance such as that of the OECD and ILO, also in relation to labour rights and decent work standards.

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## **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that persons with disabilities will benefit from the Action in terms of improved living conditions and a safer environment.

In particular, their active participation in consultation processes with local communities and minorities will be promoted. Where possible, access to employment for persons with disabilities and support for initiatives led by persons with disabilities will also be supported. Finally, where possible, indicators will be disaggregated by disability.

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## **Reduction of inequalities**

Living conditions for a number of poor communities are threatened by the current waste situation: those that are close to the open dump at Riverton, are more likely to suffer from respiratory illnesses than anywhere else in the city due to smokes from fires. Other communities are living in the polluted areas close to the gullies and are exposed to the contaminated water and waste. A better SWM in vulnerable communities would directly reduce the spatial injustice created at these disadvantaged locations. By protecting mangroves that are nursing fishes and others species, local fishers communities will gain in opportunities for their livelihood. Cleaner beaches and water will give better conditions to local communities.

In addition, it is important to ensure that the waste management system is equitable and accessible to all members of the community. This can include providing access to sanitation and waste collection services to those settlements that are currently underserved.

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## **Democracy**

The Action can contribute to direct democracy and rule of law, through active public participation strategies including community clean-ups, education and training, and working with local authorities to reduce the

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<sup>10</sup> [https://www.eeas.europa.eu/eeas/gender-action-plan-iii-towards-gender-equal-world\\_en](https://www.eeas.europa.eu/eeas/gender-action-plan-iii-towards-gender-equal-world_en)

<sup>11</sup> [https://www.eeas.europa.eu/sites/default/files/eu\\_action\\_plan\\_on\\_human\\_rights\\_and\\_democracy\\_2020-2024.pdf](https://www.eeas.europa.eu/sites/default/files/eu_action_plan_on_human_rights_and_democracy_2020-2024.pdf)

infringements and negligence of regulations by contaminators. Public participation in waste management can also strengthen civic responsibility and inclusion.

**Conflict sensitivity, peace and resilience**

Actions that impact on the sustainability of urban development improve the health and living conditions of all citizens, and hence contribute to peace in the communities. The initiatives supported by the Action will invest in better practises and improved infrastructure, improved SW collection, create green spaces, job creation, and develop educational programs that focus on changing environmental habits and enhanced resilience.

**Disaster Risk Reduction**

Mangrove trees are especially effective in protecting shorelines from storm damage, as their root systems absorb wave energy and reduce erosion. The Harbour and the ocean coast will benefit from the Action to be more resilient towards natural disasters. This Action can help the coastal areas and its communities to reduce their vulnerability to the impact of climate change. With an approach to maintain more urban areas green and clean, also the bay and the ocean coast will benefit from the Action and become more resilient towards natural disasters.

**Other considerations if relevant**

This Action is an approach to enhance spatial sustainability. Its implementation should consider a comprehensive analysis of current spatial challenges and opportunities to identify the locations for potential investment and better use as part of a spatial strategy. The spatial sustainability strategy should include a long-term vision for the environmental and socio-economic sustainability of Kingston, as reflected in the overall objective.

3.4 Risks and Lessons Learnt

Category	Risk	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating Measures
People and organisation	Risk 1: The administrative and implementation capacity is weak	Medium	Medium	Capacity building can be available if necessary. An inception phase of three months should be factored into the planning, to allow for recruitment and validation of the capacities of partners, Measures to keep the approach high in the political agenda.
People and organisation	Risk 2: Social norms and values regarding gender equality anchored in society and resistances to gender transformative change	Low	Medium	Awareness-raising on a systematic basis, access to gender analysis in the sector at regional level, to update data and to identify pathways for change.
Communication and information	Risk 3: Lack of coordination among the main stakeholders relevant for the Action	Low	Medium	Continued close policy dialogue throughout the implementation. The EUD will encourage coordination and complementarity with other EU Member states (eg. France and Spain) programmes (eg. Euroclima, Zero Waste and financial institutions (eg. EIB, IDB, WB, IMF)

Communication and information	Risk 4: Political sensitivities and conflicting priorities / mandates	Medium	Medium	Effective stakeholder coordination includes GoJ, IDPs and IFIs. Manage politically sensitive topics, identified early on and addressed in the policy dialogue.
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**Lessons Learnt:**

Clear requirements definition is essential to involve stakeholders from the beginning, particularly in the entire programme formulation and if possible with capacity building activities before the programme starts, to ensure alignment on objectives and effective deliverables.

Effective communication is key to the success of any development project. This includes not only clear and consistent communication and coordination among implementing agencies but also with all stakeholders. Regular policy dialogue throughout the implementation keep everyone informed and committed, reducing misunderstandings and ensuring that the programmet is achieving its objectives.

Flexibility and adaptability: despite careful planning, development projects often encounter unforeseen challenges or shifts in requirements. This programme will foresee implementation modalities aligned with the Financial Regulation that will facilitate this agility and flexibility.

### 3.5 The Intervention Logic

The underlying Intervention logic for this Action is that if the city's resilience to climate change is enhanced and environmental pollution is reduced, and if private investment in sustainable infrastructure, particularly in Kingston's Harbour is increased, then sustainable urban development and economic growth of Kingston will be enhanced. Thus, the Action will work along two main components 1) urban resilience and, 2) infrastructure for economic growth.

#### **Costal ecosystem protection:**

**If** (i) solid waste is intercepted and collected from the gullies in proximity of Kingston Harbour, (ii) the mangrove ecosystem is sufficiently restored and (iii) a responsible waste disposal campaign is underway, **then** the Kingston coastline will become more resilient towards natural disasters, with decreased environmental pollution.

This is **because** the three activities—solid waste collection, mangrove ecosystem restoration, and responsible waste disposal—are synergically enhancing coastal resilience. Solid waste collection near Kingston Harbour prevents pollutant influx, ensuring cleaner waterways and supporting mangrove ecosystem health by reducing the risk of waterway blockages that exacerbate storm-induced flooding. Mangrove restoration fortifies coastal defenses by stabilizing shorelines with their complex root systems, diminishing wave energy, and sequestering carbon dioxide to mitigate climate change. Concurrently, promoting responsible waste disposal decreases overall waste generation, thereby minimizing the pollution reaching aquatic and terrestrial ecosystems.

#### **Infrastructure for the resilience of Kingston:**

**If** the Technical Assistance provided by the two Project Preparation Facilities (PPFs) supports government agencies in increasing the number of bankable infrastructure projects aligned with global best practices (geared towards European investment) **and** there is a stable and transparent policy environment to attract long-term investments, **then** the Public Private Partnerships (PPPs) with European companies will increase, delivering resilient infrastructure and economic growth in Kingston, thereby contributing to the goals of the GGIA.

**If** a pedestrian bridge around the Rio Cobre Water Treatment Plant is constructed, **and** the government regulations remain in place, **then** the population, in particular the workforce of the Plant, has safe access to the area crossing over Rio Cobre. Consequently, this will optimize the results of a European investment in the water and sanitation sector in the Kingston area under the Global Gateway Investment Agenda.<sup>12</sup>

#### **Complementarity of other instruments:**

The proposed Action will require a robust strategy for coordination and complementarity with other EU regional programmes such as **Euroclima or Zero Waste in the Caribbean programme** implemented by **United Nations Environment Programme (UNEP)** to support the update and formulation of policies and regulations on waste management, directly supporting environmental policies

The **Global Gateway Transport Support Mechanism** could play a complementary role by providing assistance in policy reforms, capacity building, and diagnostic studies on quality infrastructure in relation with the transport sector.

The EU is working to improve **the intra-regional maritime transport** in the Caribbean as one of the priorities defined at the regional level. It is linked to its support to renewable and low-carbon fuels in maritime transport through the Global Green Shipping Corridor initiative, which aims to create a network of established routes where vessels can sail on renewable and low-carbon fuels (RLCF). Activities pursuing SO<sub>2</sub> will seek complementarity and integration with the Global initiative.

Blending is part of the European Fund for Sustainable Development Plus (EFSD+) toolbox and aims to improve the sustainability of infrastructure, increase environmental protection, support climate change adaptation and mitigation, and promote equitable and sustainable socio-economic development and job creation in LAC. **LACIF's** grant resources could serve to de-risk projects to make them more bankable.

In Jamaica, the EU is also part of the *Scaling up Climate Finance Working Group*, which includes the **IMF, EIB, WB, the EU** and the **IDB**. This is the main donor's policy group working with the government. Involvement in this group will ensure synergy in our interventions and participation in policy dialogue with the Government.

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<sup>12</sup> The project consists of a PPP between the National Water Commission, French private investor VINCI and partially funded by PROPARCO for the concession of the Rio Cobre Water treatment Plant, the second largest water treatment plant in Jamaica, providing 15 million gallons of potable water to benefit approximately 300,000 customers.

### 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.

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

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
<b>Impact</b>	The <b>Overall Objective</b> (impact) of this action is to <b>advance the sustainable and inclusive urban development in Kingston</b>	1. Quantity of waste affecting the mangroves ecosystem in Kingston Harbour  2. Amount invested by European Private investments in infrastructure projects in Kingston	1. 925,973 kg of waste (80% plastic) along 17.96 km of coastline in year 1 of the project  2. <i>year 1 of the project tbd</i> (Value 2025), EUR millions	1. 10% points lower than baseline (2029)  2. At least 30% points higher (2029)	1. NEPA, UWI monitoring reports  2. Development Bank of Jamaica (DBJ) annual reports, private sector	<i>Not applicable</i>
<b>Outcome 1</b>	1.1 Enhanced restoration of coastal ecosystems	1.1.1. Area of coastal ecosystems under protection and/or sustainable management with EU support (Ha ) (GERF 2.9.)  1.2. 1. Weight of plastic waste from collected waste	1.1.1. 17.96 km of coastline including mangroves (our project reference)  1.2.1 Annual value from Ocean Cleanup (Y1 of the activities)	1.1. 1. At least 20 additional Ha have been protected and/or managed in a sustained way (2029)  1.2.1 It will be defined at the inception phase	1.1. 1. NEPA, UWI's monitoring reports  1.2.1 Kingston Harbour Cleanup project annual reports, Project monitoring reports	Institutional and regulatory conditions remain in place
<b>Outcome 2</b>	2.1. Enhanced government attractiveness to European investments in Kingston for resilient infrastructure projects in line with the Global Gateway Investment Agenda	2.1.1. Number of infrastructure PPPs resulting from international tenders in Kingston area launched by government agencies	2.1.1 3 Y1 of the activities)	2.1. It will be defined at the inception phase	2.1. DBJ, private sector	Government policies and regulations will remain conducive to private investment.

<b>Output 1 relating to Outcome 1</b>	1.1. Reduced amount of waste entering into the ocean	1.1.1. Tonnes of waste intercepted by the cleanup initiative supported by EU	1.1.1. 0 (Y1 of the activities)	1.1.1. To be defined at the inception phase	1.1.1. Final project report	Government (GoJ) maintains its political commitment to the implementation of the 2030 Agenda and the fulfilment of climate agreements.
<b>Output 2 relating to Outcome 1</b>	1.2. Increased restoration of mangroves	1.2.1. Ha of mangroves restored (using seedling and productivity indices) and cleaned with EU support	1.2.1. 0 (Y1 of the activities)	1.2.1. 12.5 Ha of mangroves restored and 17.96 km cleaned with EU support	1.2.1. Final project report	Institutional and regulatory conditions remain in place.
<b>Output 3 relating to Outcome 1</b>	1.3. Increased awareness on solid waste practices	1.3.1. Number of people reached by the EU supported campaign disaggregated by sex and age	1.3.1. 0 (Y1 of the activities)	1.3.1. to be defined at the inception phase	1.3.1. Final project report	Institutional and regulatory conditions remain in place
<b>Output 1 relating to Outcome 2</b>	2.1. Increased number of bankable projects in the pipeline for infrastructure works in Kingston area (delivering on the GG priorities)	2.1.1. Number of international tenders completed for international bidding processes resulting from the 2 PPFs (directly supported by EU funds)	2.1.1. 0 (Y1 of the activities)	2.1.1. to be defined at the inception phase	2.1.1. DBJ's reports	The government seeks to promote transparency, competition, and efficiency in procurement processes by inviting bids from international entities.
<b>Output 2 relating to Outcome 2</b>	2.2. Increased communication and safety for the community around the Rio Cobre Water Treatment Plant	2.2.1. Number of infrastructures that have been built around Rio Cobre Water treatment Plant (supported by EU funds)	2.2.1. 0 (Y1 of the activities)	2.2.1. at least 1 (2029)	2.2.1 Project Internal monitoring reports	Institutional and regulatory conditions remain in place.

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this Action, it is envisaged to conclude a Financing Agreement with the Government of Jamaica.

### 4.2 Indicative Implementation Period

The indicative operational implementation period of this Action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is **60 months** from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

### 4.3 Implementation 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 measures.<sup>13</sup>

#### 4.3.1 Direct Management (Grants)

##### **Grants: (direct management)**

##### **a) Purpose of the grant(s)**

This part entails mainly the achievement of outputs: 1.1. (reduced amount of waste entering into the ocean), 1.2 (enhanced restoration of mangroves), 1.3. (increased awareness of the effects of waste disposal in the gullies and its contribution to ocean pollution) and 2.2 (increased safe passage for the community around the Rio Cobre Water Treatment Plant).

##### **(b) Type of applicants targeted**

Potential applicants for funding include legal entities, local authorities, public bodies, international organisations, local and international NGOs and economic operators such as SMEs.

The part of the action under the budgetary envelope reserved for grants may, partially or totally and including where an entity is designated for receiving a grant without a call for proposals, be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

- Expertise critical for the specific output.
- Main source provider or specific mandate to undertake the particular initiative.
- Track record of demonstrated impact in this field.
- Close alignment with EU's policy priorities in the areas of focus of this AD.

#### 4.3.2 Direct Management (Procurement)

The procurement will contribute to achieving Outcome 2 of the Action.

#### 4.3.3 Indirect Management with entrusted entity

A part of this action may be implemented in indirect management with the Inter-American Development Bank (IDB). The implementation entails contributing to achieving Outcome 2 of the Action. The envisaged entity has been selected using the following criteria: (i) Established Framework Agreement with the EU; (ii) Regional

<sup>13</sup> 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.

Presence and Sector Expertise; (iii) Alignment with EU Thematic Areas of the EU’s Global Gateway Investment Agenda; (iv) Proven Track Record with EU Projects; (v) Extensive Co-Financing Experience; (vi) Commitment to Capacity Building; (vii) Long-Term Partnership with the European Commission.

#### 4.3.4 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances

Should the indirect management modality described in section 4.3.3 prove not to be possible for reasons outside of the Commission’s control, then the action would be implemented under the following direct management modality: procurement.

#### 4.4. 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.

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).

#### 4.5. Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Objective 1: Increased urban resilience to climate change and environmental pollution</b>	
<i>Direct management – Grants (cf. section 4.3.1)</i>	1 100 000
<b>Objective 2: Increased economic development capacity of Kingston</b>	
<i>Direct management - Procurement (cf. section 4.3.2)</i>	5 000 000
<i>Indirect management with IDB (cf. section 4.3.3)</i>	900 000
<i>Direct management – Grants (cf. section 4.3.1)</i>	100 000
<i>Evaluation – (cf. section 5.2)</i>	
<i>Audit – (cf. section 5.3)</i>	100 000
<b>Total</b>	7 200 000

#### 4.6 Organisational Set-up and Responsibilities

A programme-wide Steering Committee (SC) will be formed in order to monitor achievements and take strategic decisions.

The SC will be convened to meet on a semi-annual basis. Participants will include relevant governmental authorities, agencies and bodies, implementing partners, main beneficiaries and the EU. This committee will oversee project implementation and progress, rectify issues hindering project progress and guide executing and implementing agencies.

The EU Delegation, the beneficiary government institutions and the implementing partners will agree upon the appropriate formats for the Technical sub-Committees (TC) under the respective components which will report under the programme-wide Steering Committee (SC).

The implementing partners will be responsible of the day-to-day management of the agreements and the implementation of activities.

Below an indicative list of Members that could be included in the Steering Committee:

- Ministry of Finance and the Public Service
- Planning Institute of Jamaica
- Ministry of Economy Growth and Job Creation
- Ministry of Industry, Investment and Commerce
- National Environment Planning Agency
- National Solid Waste Management Authority
- National Water Commission
- Kingston and St. Andrew Municipal Corporation
- Port Authority of Jamaica
- Kingston Shipping Association
- University of the West Indies (UWI)
- Civil Society Organisations representative
- Youth representative
- Women's group representative
- Private sector representative

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

## 5 PERFORMANCE MEASUREMENT

### 5.1 Monitoring and Reporting

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

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:

The monitoring system should include both quantitative and qualitative indicators to facilitate participation and understanding by all stakeholders.

The EU Delegation will be responsible for the coordination of the ROM missions (Result Oriented Monitoring). 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 inclusion and diversity. Indicators shall be disaggregated at least by sex and, where possible, by disability.

## 5.2 Evaluation

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

The mid-term evaluation would be carried out for problem solving and learning purposes, in particular with respect to the innovative aspects of the action.

The final evaluation would be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that some pilot initiatives could be upscaled in the future.

The Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

Evaluation services may be contracted under a framework contract.

## 5.3 Audit and Verifications

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

# 6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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

In line with the 2022 “[Communicating and Raising EU Visibility: Guidance for External Actions](#)”, it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union’s support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents,

allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.