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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 3

of the Commission Implementing Decision on the financing of the multiannual action plan in favour of the Republic of Rwanda for 2021-2023

Action Document for Technical Cooperation Facility VII

MULTIANNUAL PLAN

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

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Technical Cooperation Facility VII CRIS number: NDICI AFRICA/2021/043-353 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Rwanda
4. Programming document	Multiannual Indicative Programme 2021-2027 for Rwanda
5. Link with relevant MIP(s) objectives/expected results	Support measures – 3.2. Cooperation facility
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Support measures
7. Sustainable Development Goals (SDGs)	Main SDG (1 only):SDG 8 (Decent work and economic growth), Other significant SDGs (up to 9) and where appropriate, targets: SDG 1 (No poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable cities and communities), SDG 13 (Climate action) & SDG 16 (governance)
8 a) DAC code(s)	DAC Code 430 - Other Multisector 100 %
8 b) Main Delivery Channel	60 000

9. Targets	<input checked="" type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
	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 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 Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Connectivity Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	(methodology for tagging under development)			
	Reduction of Inequalities (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input 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): BGUE-B2021-14.020121-C1-INTPA</p> <p>Total estimated cost: EUR 5 000 000</p> <p>Total amount of EU budget contribution EUR 5 000 000</p> <p>The contribution is for an amount of EUR 1 000 000 from the general budget of the European Union for 2021, and for an amount of EUR 2 000 000 from the general budget of the European Union for 2022, and for an amount of EUR 2 000 000 from the general budget of the European Union for 2023, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p>
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MANAGEMENT AND IMPLEMENTATION

13. Type of financing¹	<p>Direct management through:</p> <ul style="list-style-type: none"> - Grants - Prizes - Procurement <p>Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.4</p>
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1.2. Summary of the Action

<p>The underlying intervention logic for this action is that strengthening impact and visibility of EU-Rwanda cooperation and supporting EU's public diplomacy interventions in all areas, including economic and cultural diplomacy, requires to work on:</p> <ul style="list-style-type: none"> a) a fit for purpose package of programmes to be designed and implemented under the MIP, delivering on both EU and Government of Rwanda ambitions; b) a set of accompanying measures allowing for an increase in capacities of various Rwandan stakeholders, most of which will be involved in either delivering or benefiting from the set of programmes; c) an effort to build engagement and lasting partnerships with a broad range of stakeholders, and enhance understanding of EU values, policies and cooperation in Rwanda <p>The Technical Cooperation Facility will therefore pursue the following specific objectives:</p> <ol style="list-style-type: none"> 1. EU political priorities and Government of Rwanda overarching objectives are supported through the MIP 2. Enhanced capacities of stakeholders involved in EU-led initiatives 3. Longstanding strategic relationships with Rwandan actors are built and understanding of the EU's values, policies and actions in Rwanda is improved

¹ Art. 27 NDICI.

2. RATIONALE

2.1. Context

Over the past two decades, Rwanda has managed to put in place a well-articulated and effectively implemented policy framework to address its development challenges which are mainly dominated by persistent poverty (recently exacerbated by the COVID 19 crisis) among the vulnerable population living mostly in rural areas.. Rwanda's Vision 2050, which identifies the country's overarching objectives to transform its economy and modernise the lives of Rwandans, with the aim to reach upper-middle income status by 2035 and high-income status by 2050. The Vision 2050 has taken into consideration the global and regional development agendas, to ensure harmonisation of targets and indicators. Those include: the Sustainable Development Goals (SDGs), African Union (AU) Agenda 2063, East African Community (EAC) Vision 2050, and the Paris Agreement on climate change among other instruments. Vision 2050 is anchored on five pillars: i) Human Development, ii) Competitiveness and Integration, iii) Agriculture for wealth creation, iv) Urbanisation and Agglomeration and v) Accountable and Capable State Institutions. The first years of Vision 2050, up to 2024, are operationalised through Rwanda's 7-year plan: The National Strategy for Transformation (NST1), which articulates policy priorities under three key areas: social transformation, economic transformation and transformational governance.

Although its overall score is ranked² at 130 out of 193 United Nations (UN) Member states, Rwanda has made a remarkable progress towards the achievement of sustainable goals over the last years. The Rwandan economy was performing well before the COVID-19 crisis, in 2019 the economy grew by 9.4 %, the highest growth rate above Rwanda's average growth of the last decade. In response to the pandemic which is severely affecting the economy, the Government of Rwanda has put in place an Economic Recovery Plan (ERP) made up of two pillars. The first is an economic pillar aimed at ensuring the survival of affected businesses and safeguarding jobs. The second pillar relates to expanding social protection to vulnerable groups. The latter has been the focus of EU support to the COVID response by Government and Civil Society Organisations (CSOs). The ERP shows the government's determination to ensure that the objectives of the Vision 2050 and the NST1 are back on track as soon as possible. However, this response to the COVID-19 crisis, has led to an increase in spending and a rise in public debt, which will require restriction of fiscal policy and consolidation of public finances in the medium-term and risks undermining Rwanda's development ambitions.

Notwithstanding, the focus of the Government on stimulating and transforming its economy by developing the services sector and turning the country into a regional trade, logistics, and conference hubs, remain unchanged. Improving quality of education, creating jobs and business growth through entrepreneurship support and a more enabling business environment, increasing rural incomes through agricultural value chains, ensuring good governance and attracting private sector investment, in particular in the bio-medical sector as a potential driver of knowledge-based jobs and economic dynamism, remain on top of government agenda. Climate change and weather-related disasters continue to impact vulnerable populations and the country's economy and thus the promotion of sustainable management of the environment and natural resources remains key to support Rwanda's transition to a green economy and deliver on its Nationally Determined Contribution (NDC).

Rwanda's low levels of human capital are one of the most critical obstacles to the country realising its developmental aspirations. The Government economic development strategy is largely aimed at diversifying the economy towards high productivity knowledge-based sectors, which requires a well-educated and highly skilled labour force.

Over the last quarter century, Rwanda has made great strides in building a well-functioning system for basic education, with clear gains in particular in expanding access to primary education with a net enrolment rate of 98% and gender parity. However, serious concerns remain regarding quality, efficiency and learning outcomes. On its hand, enrolment rates in Technical Educational and Vocational Training (TVET) are very high (15 %, 4th highest in continental Africa) but TVET structures remain ill equipped and unable to deliver training of adequate quality.

On the international arena, Rwanda has also remained a strategic partner of the EU on the continent while remaining an influential continental player in various subjects. Rwanda is a major peacekeeping troop contributor on the continent, and United Nations officials as well as development partners appreciate its military professional and commitment to civilian protections. Its offer to host the Emergency Transit Mechanism for Libyan refugees, has also demonstrated strong commitment to contribute to solving international crisis, in particular in Africa, through multilateral cooperation. Rwanda's interest in furthering regional integration, with strong ambitions for advanced integration in the EAC, as well as Economic Community of Central African States (ECCAS) and Common Market

² <https://dashboards.sdindex.org/rankings>.

for Eastern and Southern Africa (COMESA) is noteworthy. The country has also been at the forefront of the creation of the African Continental Free Trade Area (AFCTA), and stands ready for engaging on the implementation of the EU-EAC Economic Partnership Agreement (EPA).

This action contributes to the fulfilment of economic and social rights, and gender equality, in line with Rwanda's international human rights commitments. Moreover, it contributes to the EU Gender Action Plan (GAP) III thematic areas of engagement 1) Promoting economic and social rights and empowering girls and women; and 2) Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation.

2.2. Problem Analysis

Short problem analysis:

In the past years, Rwanda has benefited from technical assistance funded through TCFs in support to National Indicative Programmes implementation. The services that were delivered during the 11th EDF implementation would still be relevant to provide adequate support to the MIP 2021-2027 implementation. The new framework laid out by the NDICI-Global Europe instrument however calls for an extended range of services (in particular in support of public diplomacy in all its dimensions), reflected in the action document.

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

The main stakeholder, and the main duty-bearer of the action, is the Government of Rwanda, through line ministries and agencies involved in the implementation of the actions foreseen in the MIP.

Other key stakeholders include development actors that are representing right-holders of the action (people), including the Non State Actors (Youth, Universities and think tanks, civil society organisations, including CSOs representing rights of groups living in the most vulnerable situations such as indigenous peoples (Batwa), persons with disabilities, asylum seekers and refugees, cultural actors) and private sector (entrepreneurs, Rwanda Private Sector Federation, women's business organisations, European Business Chamber of Rwanda (EBCR), SMEs, etc.) and will therefore be duly involved and consulted in the implementation of the activities.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to strengthen impact and visibility of EU-Rwanda cooperation and support EU public diplomacy interventions in all areas, including economic and cultural diplomacy.

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

1. EU political priorities and Government of Rwanda overarching objectives are supported through the MIP
2. Increased awareness, knowledge, skills and technical capacities of Rwandan stakeholders through EU-led initiatives
3. Longstanding strategic relationships with Rwandan actors are built and understanding of the EU's values, policies and actions in Rwanda is improved

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

- 1.1 Contributing to Outcome 1 (or Specific Objective 1): Identification, formulation, implementation and evaluation/audits of the programmes/projects under priority areas of the Multi Annual Programme 2021-2027 are performed and actions underpinning the implementation of Government policies are conducted.
- 2.1 Contributing to Outcome 2 (or Specific Objective 2): Capacity development and institutional building interventions are implemented.
- 3.1 Contributing to Outcome 3 (or Specific Objective 3): Interventions allowing to promote EU's work to a wide range of Rwandan stakeholders are implemented.

3.2. Indicative Activities

Activities related to Output 1.1:

- Technical Assistance/studies for preparation, implementation, evaluation and audits of the EU programmes and for actions in support of government policies
- Technical Assistance to facilitate Joint Programming coordination/ Team Europe approach at country level.

Activities related to Output 2.1:

- Support capacity development and institutional building, including in gender equality, women's empowerment and human rights based approach -related policies and EU best practices, through technical assistance, training, workshops, and seminars as well as peer learning and knowledge sharing initiatives;
- Supporting the participation of Rwanda stakeholders in EU Programmes and cooperation with EU agencies, where relevant, with particular focus on supporting women's participation and influence on decision-making processes on actions and policies at all levels.

Activities related to Output 3.1:

- Support strategic communication outreach to enhance understanding of the EU, its objectives, values and actions in Rwanda, with a particular focus on the 18-35 age group, through events, conferences, visibility actions and campaigns, studies, fellowships or exchanges
- Support EU public diplomacy (including economic and cultural diplomacy) interventions, through awareness raising actions
- Promotion of EU foreign and security policy agenda or the external dimension of EU sector policies through engagement of specific target audiences (youth, women, academia/think tanks etc.) with a view to building long-term alliances.

3.3. Mainstreaming

Environmental Protection & Climate Change

Outcomes of the SEA screening (relevant for budget support and strategic-level interventions) The Strategic Environmental Assessment (SEA) screening concluded that

- See below

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

See below

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 no or low risk (no need for further assessment)

See below

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that - See below

Human Rights

See below

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that – see below

Democracy

See below

Conflict sensitivity, peace and resilience See below
Disaster Risk Reduction See below
Other considerations if relevant N/A

With reference to AAP, and as marked under point 9 of the first table above, mainstreaming aspects related to topics such as environmental protection and climate change, human right, good governance, gender equality, marginalised groups and others might be the main and significant objectives of this programme.

To ensure results, technical assistance provided under this programme will pay particular attention to these cross-cutting issues, also in line with the EU Green Deal and the emphasis on such cross-cutting issues in the National Strategy for Transformation (NST1). These themes will be mainstreamed in the identification and formulation of projects under the MIP 2021- 2017. Stakeholders will be consulted, as well as the civil society, youth, private sector, donors, etc. via seminars, workshops, and consultations. Strategic and or Environmental Impact Assessment (SEA /EIA) and Climate Risk Assessments (CRA) will be carried out for all related infrastructure projects and where relevant for other projects. The Green Growth and Climate Resilient Strategy is embedded in NST1 and will be supported where appropriate..

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
-2-	Delays in the identifying relevant studies and or preparation of documents in relation to this TCF (eg Terms of Reference (ToRs) for Technical Assistance (TAs), studies, etc).	Low	Low	Upfront discussions with institutional and other stakeholders concerned in preparation of relevant documents.
-3-	Trained stakeholders leave their position, resulting in institutional memory/expertise loss	Medium	Low	This risk is assumed to be mitigated by involving all stakeholders, at institutional and at individual levels by developing staff retention approach in the projects and by providing durable capacity building elements (such as training of trainers).

Lessons Learnt:

This action builds on the lessons learnt from the previous Technical Cooperation Facilities within the framework of the EU- and Government of Rwanda cooperation. Throughout the 10th and 11th EDFs, the TCFs covered wider ranging sectors such as, Agriculture, Governance, Justice, Transport, Energy, Social, Nutrition, etc.

Technical assistance has been instrumental in building institutional capacity and ensuring successful project implementation.

Another lesson learned is the need to launch analytical work (pre/feasibility studies, market assessments, etc.) well ahead of programme design to enhance programmes impact and results, and this is expected to be supported by the provision of TA/studies as aforementioned under activities related to output 1.1.

3.5. The Intervention Logic

The underlying intervention logic for this action is that strengthening impact and visibility of EU-Rwanda cooperation and supporting EU's public diplomacy interventions in all areas, including economic and cultural diplomacy requires to work on:

- a) a fit for purpose package of programmes to be designed and implemented under the MIP, delivering on both EU and Government of Rwanda ambitions
- b) a set of accompanying measures allowing for an increase in capacities of various Rwandan stakeholders, most of which will be involved in either delivering or benefiting from the set of programmes
- c) an effort to build engagement and lasting partnerships with a broad range of stakeholders, and enhance understanding of EU values, policies and cooperation in Rwanda

3.6. Logical Framework Matrix

At action level, the indicative logframe should have a maximum of 10 expected results (Impact/Outcome(s)/Output(s)). It 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
Impact	To strengthen impact and visibility of EU-Rwanda cooperation and support EU's public diplomacy interventions in all areas, including economic and cultural diplomacy	Achievement of the expected results of EU – Rwanda cooperation prog	To be established.	To be established	EU Projects/ programmes/ BS evaluations reports Visibility Review Reports, Evaluation reports	<i>Not applicable</i>
Outcome 1	1. EU political priorities and Government of Rwanda overarching objectives are supported through the MIP	1.1 Number of EU programmes planned in the MIP, supported by technical assistance or studies 1.2 % of TA contracts signed/completed on schedule	1.1 1.2	1.1 1.2	EU Projects/ programme reports; (Audits reports, Mid-term review and final assessment reports) EAMR Annual report Projects	
Outcome 2	2. Increased awareness, knowledge, skills and technical capacities of Rwandan stakeholders through EU-led initiatives	2.1 Number of agencies/ line ministries assisted by technical assistance 2.2 Number of Rwanda stakeholders staffs (men and women) trained	2.1 2.2	2.1 2.2	EAMR reports Trainings reports Conference and seminar reports	
Outcome 3	3. Longstanding strategic relationships with Rwandan actors are built and understanding of the EU's values, policies and actions in Rwanda is improved	3.1 % of execution of agreed EU visibility action plan 3.2 Number of press release, reports, supplements and visibility events featured in the national press, or communicated via social media			EAMR annual report Annual Visibility reports	

Output 1 related to Outcome 1	1.1 Identification, formulation, implementation and evaluation/audits of the programmes/projects under priority areas of the Multi Annual Programme 2021-2027 are performed and actions underpinning the implementation of Government policies are conducted	1.1.1. Number of projects / programmes identified/ formulated/ implemented in the framework of the MIP, and with the support of TA or studies. 1.1.2	1.1.1 1.1.2	1.1.1 1.1.2	Projects reports	
Output 2 related to Outcome 2	2.1 Capacity development and institutional building interventions are implemented.	2.1.1 Number of agencies and or line ministries supported 2.1.2. Number of participants (by gender disaggregation) trained 2.1.3. Number of SMEs, CSOs,.. supported	1.2.1 1.2.2	1.2.1 1.2.2	Projects Reports	
Output 3 related to outcome 32	3.1 Interventions allowing to promote EU's work to a wide range of Rwandan stakeholders are implemented.	3.1.1. Number of events / conferences undertaken 3.1.2. Number of Rwanda stakeholders supported to participate in EU programmes (and/or EU MS agencies programmes). 3.1.3 Number of High Level Policy Dialogues conducted 3.1.4 Number of participants (by gender disaggregation) and or stakeholder's involved in the context EU public diplomacy events			Press releases Minutes of meetings	

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner country.

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 adoption by the Commission of this Financing Decision.

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

4.3. Budget Support

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 measures³.

4.4.1. Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

Grants could be awarded for activities contributing to all specific objectives (i.e SO 1,2,3) of the action identified under section 3 and their corresponding outputs (1.1, 1.2, 1.3)

(b) Type of applicants targeted

Applicants for grant award could potentially include legal entities, natural persons or groupings without legal personality, local authorities, public bodies, international organisation, civil society organisations and economic operators.

4.4.2. Direct Management (Prize(s))

a) Purpose of the prize:

Prizes are foreseen for activities contributing to output 3.1 "Interventions allowing to promote EU's work to a wide range of Rwandan stakeholders are implemented".

b) The type of participants targeted:

Type of participants targeted will be legal entities, natural persons or groupings without legal personality and civil society organisations

³ 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.

c) Specific reference to prizes with a unit value of EUR 1 000 000 or more: N/A

4.4.3. Direct Management (Procurement)

Procurement procedures will target all the activities described under section 3.2, specifically those related to outputs 1.1, 1.2 and 1.3.

4.4.4. Indirect Management with a Member State Organisation, EU specialised (traditional/regulatory) agency or an international organisation

A part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: demonstrated added value in thematic areas to be supported through the action and proven experience in working in Rwanda. The implementation by this entity entails, among others: conducting studies, events, capacity-building interventions that specifically contribute to outputs 1.1, 1.2 and 1.3 in line with all specific objectives of the action.

4.5. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.6. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Grants (direct management) – cf. section 4.4.1	500 000
Prizes (direct management) – cf. section 4.4.2	200 000
Procurement (direct management) – cf. section 4.4.3	3 300 000
Indirect management with an EU MS Organisation, EU agency or international organisation – cf. section 4.4.4	1 000 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	N.A.
Communication and visibility – cf. section 6	N.A.
Contingencies	N.A.
Totals	5 000 000

4.7. Organisational Set-up and Responsibilities

The EU Delegation will oversee the implementation of this action.

The line ministries and other stakeholders such as public authorities, agencies, civil society organisations or companies will be associated in the implementation of the various activities undertaken.

The technical assistance needs could be identified through existing coordination platforms such as Technical Working Groups and Sector Working groups, where a number of stakeholders (including the EU) participate and contribute.

Gender equality, human rights and human rights based approach expertise will be ensured during the implementation of the intervention as possible. They will also be integrated in relevant technical assistance and capacity building activities and documents (i.e. ToRs etc) as minimum requirements of expertise.

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.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

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

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Monitoring will assess gender equality and an impact on rights of groups living in the most vulnerable situations and the implementation of the rights based approach working principles (applying all human rights for all; 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 disaggregated data).

Human rights and gender equality competence is ensured in the monitoring and evaluation teams.

Roles and responsibilities for data collection, analysis and monitoring: role to be fulfilled by the EU Delegation staff

5.2. Evaluation

Having regard to the nature of the action, evaluations will not be carried out for this action or its components.

The Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

5.3. Audit and Verifications

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

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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

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

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

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: ‘a given contract can only contribute to one primary intervention and not more than one’. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a ‘support entities’. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

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 is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of ‘Group of actions’ level, add references to the present action and other action concerning the same Primary Intervention.

In the case of ‘Contract level’, add the reference to the corresponding budgetary items in point 4.5, Indicative Budget.

Option 1: Action level		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Option 3: Contract level		
<input type="checkbox"/>	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
<input type="checkbox"/>	Single Contract 3	
	(...)	
<input type="checkbox"/>	Group of contracts 1	

