



**EN**

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

**ANNEX 2**

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of the Republic of Uganda for 2022-2024

**Action Document for Green Support Facility**

**MULTIANNUAL PLAN**

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

**1 SYNOPSIS**

**1.1 Action Summary Table**

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	Green Support Facility OPSYS number: ACT-60958 CRIS number: 2022/043-957 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <u>NDICI-Global Europe</u> )
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefiting from the action</b>	The action shall be carried out in East Africa, Uganda
<b>4. Programming document</b>	EU Multi-annual Indicative Programme for Uganda 2021-2027
<b>5. Link with relevant MIP(s) objectives / expected results</b>	MIP objective 1.5, expected results 1.5 a-c
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Urban planning and development (slum regeneration/social housing, street lighting, wetland conservation/regeneration, capacity building urban authorities), transport, energy, water and sanitation, green industrialisation DAC codes 160, 240, 250
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG (1 only): 9 Other significant SDGs: 7, 8, 12, 13, 17
<b>8 a) DAC code(s)</b>	DAC code 160 – 50% DAC code 240 – 25% DAC code 250 – 25%
<b>8 b) Main Delivery Channel</b>	European Union - 11001

<b>9. Targets</b>	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers</b>  <b>(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	☒	☐	☐
	Aid to environment @	☒	☐	☐
	Gender equality and women's and girl's empowerment	☐	☒	☐
	Trade development	☒	☐	☐
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction @	☒	☐	☐
	Inclusion of persons with Disabilities @	☒	☐	☐
	Nutrition @	☒	☐	☐
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity @	☒	☐	☐
	Combat desertification @	☒	☐	☐
	Climate change mitigation @	☒	☐	☐
	Climate change adaptation @	☒	☐	☐
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation @	☐	☒	☐
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	<b>YES</b> ☒ ☐ ☐ ☐ ☒	<b>NO</b> ☐ ☐ ☐ ☐ ☐	/
	Connectivity @	☐	☒	☐
	digital connectivity energy transport	<b>YES</b> ☒ ☒ ☒	<b>NO</b> ☐ ☐ ☐	/

	health education and research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	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"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	<p>Budget line(s) (article, item):</p> <p>BGUE-B2022-14.020121-C1-INTPA: EUR 1 500 000  BGUE-B2023-14.020121-C1-INTPA: EUR 2 000 000  BGUE-B2024-14.020121-C1-INTPA: EUR 1 500 000</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 1 500 000 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 and for an amount of EUR 1 500 000 from the general budget of the European Union for 2024, 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>			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<b>Direct management</b> through: - Procurement			

## 1.2 Summary of the Action

The Green Support Facility supports the further development of the interventions under MIP 2021-2027 in the areas of Smart green cities as part Priority Area 1 (Green and Climate Transition) and sustainable investments, economic enablers and connectivity as part of Priority Area 2 (Sustainable and Inclusive Growth and Jobs). The Green Support Facility fully integrates and supports the development of the European Union's Global Gateway<sup>1</sup>, as well as the Strategic Corridors initiative<sup>2</sup>. The development of interventions requires appropriate levels of identification, formulation, scoping/feasibility and/or any other preparatory studies of relevance.

The Green Support Facility specifically aims at pre-feasibility, feasibility studies and any other preparatory study to support a pipeline of investments in sustainable infrastructure, through blending and EFSD+ mechanisms. The thematic areas contemplated include tentatively: digitalisation, renewable energy, green industrialisation, sustainable mining value chains, sustainable mobility, natural resources management, waste management and water & sanitation, environmental sustainability and climate action, and gender mainstreaming on all these areas.

The Green Support Facility is targeting SDG 5, 7, 8, 9, 12, 13 and 17. The main focus is on SDG 9 'Build resilient infrastructure, promote sustainable industrialisation and foster innovation' within the areas defined by DAC-code 160, 240 and 250.

<sup>1</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world/global-gateway\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world/global-gateway_en)

<sup>2</sup> [https://ec.europa.eu/commission/presscorner/detail/en/fs\\_22\\_1119](https://ec.europa.eu/commission/presscorner/detail/en/fs_22_1119)

## 2 RATIONALE

### 2.1 Context

After a tense post-electoral period, Uganda has returned to relative calm, but underlying challenges remain: high population growth, insufficient investments in social sectors, high unemployment and pressure on natural resources. Uganda was ranked 126th out of 160 countries on the UNDP's Gender Inequality Index for 2017. Its rank on the 2018 World Economic Forum's Global Gender Gap Index (GGGI) of 43rd among 149 countries moved up two positions higher from its 2017 position of 45th out of 144 countries<sup>3</sup>.

The Covid-19 pandemic has exacerbated socio-economic problems, increasing poverty and inequalities. The lack of prospects for women and youth is a key driver for conflict. There is shrinking space for civil society organisations (CSOs), human rights defenders and environmental activists.

While the economic situation is improving, a stop-start recovery is expected. Government's fiscal space has narrowed and the growth forecast for the financial year 2022/2023 was revised from 4.2% to 3.8%. Public debt saw a sharp rise, leading to a shift from low to moderate risk of debt distress. From the perspective of financial execution, Uganda has a strong track-record in absorbing EU development assistance, channelled through a mix of modalities and implementing partners. Recent months have seen an increasing trend of centralisation of power at the highest level, which paralyses decision-making by line ministries and creates bottlenecks and delays.

The MIP for Uganda focusses on three priority areas: (i) Green and climate transition; (ii) Sustainable and inclusive growth and jobs; and (iii) Governance and social inclusion. The emphasis of the AAP 2022 is on three key policy areas of the MIP – Green Deal (Actions: Partnering for Forests, Climate Finance, Nexus WASH approach), the Jobs and Growth agenda (Actions: SB4U, Study facility, Rural electrification), and the Social inclusion dimension of the MIP priority area 3 (Action: G4DU).

AAP 2022 will allow to engage with the GoU in a number of sectors that are crucial for the country's socio-economic recovery. The EU will seek to engage with champions within the Government, private sector and civil society, who are committed and keen to promote an ambitious and positive agenda with the EU. By exploring the possibilities of combining EU and EU Member States (MS) funding and pooling the different actions together under the three policy areas, Team Europe will position itself as an important player and will increase its capacity to influence policy dialogue and achieve impact.

AAP 2022 builds on the significant blending portfolio in Uganda. A more medium-term pipeline is being prepared with the Government, AFD, KfW and EIB, including potential guarantee schemes under the EFSD+. In support of the three pillars, initiatives to mobilise EFSD+ guarantees and blending will be pursued more intensively to foster private investment in the country. Further mobilisation will be sought via EFSD ongoing guarantee programs, led by several European DFIs (e.g. AFD, FMO, KfW) targeting micro-, small- and medium-sized enterprises (MSMEs), sustainable cities, energy and connectivity.

### 2.2 Problem Analysis

Short problem analysis: Development of the interventions under MIP 2021-2027 is required in the areas of Smart green cities as part Priority Area 1 (Green and Climate Transition) and sustainable investments, economic enablers and connectivity as part of Priority Area 2 (Sustainable and Inclusive Growth and Jobs). Identification, formulation, scoping/feasibility and/or any other preparatory studies of relevance need to be undertaken to support a pipeline of investments in sustainable infrastructure, through blending and EFSD+ mechanisms.

The thematic areas contemplated include tentatively: digitalisation, renewable energy, green industrialisation, sustainable mining value chains, sustainable mobility, natural resources management, waste management and water & sanitation, environmental sustainability and climate action, and gender mainstreaming within the mentioned areas.

<sup>3</sup> Country Gender Profile, Uganda, IsDB, 2019, <https://www.isdb.org/sites/default/files/media/documents/2020-09/Uganda%20Gender.pdf>

The action will contribute to implementing Uganda’s policies and plans in terms of gender responsive and inclusive green economy and is aligned with the NDP III (2020/21-2024/25) – notably the Plan’s Digital Transformation; Innovation, Technology Development and Transfer; Sustainable Urbanisation and Housing; Energy Development; Integrated Transport Infrastructure and Services; Natural Resources, Environment, Climate Change, Land and Water Management; Manufacturing; and Mineral programmes. NDPIII is engaged to mainstream gender equality throughout its implementation.

It also covers four out of five catalytic investment areas articulated under the Ugandan Green Growth Development Strategy 2017/18-2029/30 (UGGDS) – namely: Energy for Sustainable Livelihoods and Development; Planned Green Cities; Natural Capital Management and Development; and Sustainable Transport

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

Depending on the thematic areas, the following Ministries could be partners to the intervention:

- the Ministry of Finance, Planning and Economic Development (MoFPED);
- the following line Ministries: the Ministry of Water and Environment (MoWE) – including in particular the Ministry's Climate Change Department (CCD) –, the Ministry of Trade, Industry and Cooperatives (MoTIC), the Ministry of Works and Transport (MoWT), the Ministry of Lands, Housing and Urban Development (MoLHUD), the Ministry of Energy and Mineral Development (MEMD), the Ministry of Information, ICT and Communications (MIIC), the Ministry of Science, Technology and Innovation (MoSTI) and MoGLSD Ministry of Gender Labour and Social Development.
- as well as a number of affiliated agencies including, but not limited to, the NWSC, Uganda Railways Corporation (URC) and the National Environment Management Authority (NEMA), Uganda National Road Fund (UNRA);
- Additional Ugandan organisations of potential relevance include the Kampala Capital City Authority (KCCA), organisations such as the Uganda Manufacturers’ Association (UMA) and the Uganda Cleaner Production Centre (UCPC), Ugandan universities and the private sector.

Institutional mandates, roles and capacities of the partners will be assessed in the pre-/feasibility studies for the specific actions under study.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to Support Uganda’s progress towards the SDGs 5, 7, 8, 9, 12, 13 and 17 through the achievement of EU-Uganda cooperation goals in MIP Priority Areas 1 and 2.

The Specific Objective (Outcome) of this action are to:

1. Support the successful start-up of the NDICI MIP projects/programmes (MFF 2021-2027) in MIP Priority Areas 1 and 2 covering SDG 5, 7, 8, 9, 12, 13 and 17, in support of Uganda’s third National Development Plan (2021-2025).

The Outputs to be delivered by this action contributing to the Specific Objective 1 (Outcome 1) are:

- 1.1 Draft Action Documents for programmes and projects in MIP Priority Areas 1 and 2, based on appropriate study reports covering the programming, identification, formulation and financing phases of programmes and projects

## 3.2 Indicative Activities

### Activities relating to Output 1.1

- In cooperation with the relevant partners, exploration and identification of funding interventions in the MIP Priority Areas 1 and 2;
- Development of Terms of References for pre-feasibility, feasibility studies, including where necessary Terms of References of Detailed Design and any other preparatory study. It is expected that 6-9 of studies will be launched;
- Procurement of Technical Assistance;
- Consultations and negotiations with stakeholders, and where applicable establishment of financial close with relevant funding partners, to arrive to an agreed programme/project outline, based on performed studies;
- Provision of Draft Action Documents for funding requests in the NDICI-environment.

## 3.3 Mainstreaming

In line with NDICI-Global Europe Regulation 8.8, the development of Terms of References for preparatory studies shall mainstream fight against climate change, environmental protection, human rights, democracy, gender equality and, where relevant, disaster risk reduction and shall address interlinkages between SDGs, to promote integrated actions that can create co-benefits and meet multiple objectives in a coherent way.

By design, the Action addresses such crosscutting themes as digitalisation, environmental sustainability and climate action. Wherever relevant, the interventions to be supported under the Green Support Facility will further foster the mainstreaming of gender equality, good governance and human rights.

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

**Outcomes of the EIA (Environmental Impact Assessment) screening** (relevant for projects and/or specific interventions within a project): EIA (Environment Impact Assessment) screening classified the action as Category B Category B (for which an EIA will be undertaken).

**Outcome of the CRA (Climate Risk Assessment) screening** (relevant for projects and/or specific interventions within a project): Climate Risk Assessment (CRA) screening concluded that this action is at risk (climate risk will be addressed as part of an EIA).

### **Gender equality and empowerment of women and girls**

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that the Action is addressing gender equality, as a cross-cutting principle in all preparatory studies undertaken by this Action.

### **Human Rights**

The Action will address human rights as a cross-cutting principle in all preparatory studies undertaken as activities of this Action.

### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that the Action itself is not addressing disability, but will address disability as a cross-cutting principle in all preparatory studies undertaken as activities of this Action.

### **Democracy**

The Action will address democracy as a cross-cutting principle in all preparatory studies undertaken as activities of this Action.

### **Conflict sensitivity, peace and resilience**

The Action will address conflict sensitivity, peace and resilience as a cross-cutting principle in all preparatory studies undertaken as activities of this Action.

**Disaster Risk Reduction**

The Action will Disaster Risk Reduction as a cross-cutting principle in all preparatory studies undertaken as activities of this Action.

**Other considerations if relevant**

Not applicable

### 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1	Force Majeure disruptions	Low	High	
2	Lack of political will	Low	High	Regular information exchange, consultation and where appropriate co-decision in the programming, identification, formulation and funding phases of the programme/project, in order to assure buy-in and ownership of Government of Uganda and (implementing) partners

**Lessons Learnt:** More emphasis on programme and project preparatory phases prior to implementation is crucial for reaching the Action's Objectives and Impact. The embedding of the Action in the policy environment of Uganda, organisational capacity to implement the project and provide the assurances for sustainability and appropriate future budgeting are the main lessons learnt.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is that the Action supports the rolling out of the interventions to be financed under the MIP 2021-2027 with identification/formulation/scoping/feasibility and/or any other preparatory studies of relevance. Tentatively, the thematic areas contemplated for support include: digitalisation, renewable energy, green industrialisation, sustainable mining value chains, sustainable mobility, natural resources management, waste management and water & sanitation.

### 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>	To support Uganda's progress towards the SDGs 5, 7, 8, 9, 12, 13 and 17 through the achievement of EU-Uganda cooperation goals in MIP Priority Areas 1 and 2	Uganda's SDG scores for SDG 5, 7, 8, 9, 12, 13 and 17	Uganda's 2021 SDG scores for SDG 5, 7, 8, 9, 12, 13 and 17	For all years: 'Moderately improving' or 'On track or maintaining SDG achievement'	Sustainable Development Report, SDG Dashboard and Trends	<i>Not applicable</i>
<b>Outcome 1</b>	NDICI MIP projects/programmes (MFF 2021-2027) started up in MIP Priority Areas 1 and 2 covering SDG 5, 7, 8, 9, 12, 13 and 17, in support of Uganda's third National Development Plan (2021-2025)	NDICI MIP programmes/projects MIP Priority Areas 1 and 2 covering SDG 5, 7, 8, 9, 12, 13 and 17 (MFF 2021-2027) are started as planned	0 projects	2023: 0 projects 2024: 0 projects 2025: 1-2 projects 2026: 1-2 projects 2027: 1-2 projects	AAP 2024-2027 EAMR 2024-2027 Signed FAs	Uganda remains a stable environment for the EU-GoU cooperation
<b>Output 1 relating to Outcome 1</b>	Draft Action Documents delivered for programmes and projects in MIP Priority Areas 1 and 2, based on appropriate study reports covering the programming, identification, formulation and financing phases of programmes and projects	Number of studies started/completed  Number of gender analysis-assessment started/completed (or % of studies integrating gender expertise) – GAPIII indicator  Number of Action Documents issued  Number of Action Documents (ADs) issued Number of AD complying with HRBA/Gender requirement of the EU	0 studies  0 ADs	2023: 0 studies 2024: 1-2 studies 2025: 1-2 studies 2026: 1-2 studies 2027: 1-2 studies  2023: 0 AD 2024: 0 AD 2025: 1-2 ADs 2026: 1-2 ADs 2027: 1-2 ADs	AAP 2024-2027  EAMR 2024-2027  AAP 2024-2027  EAMR 2024-2027	Political commitment to the EU-Uganda partnership

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is 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 48 months from the date of entry into force of the financing agreement.

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

### 4.3 Implementation of the Budget Support Component

N/A

### 4.4 Implementation Modalities

The Commission will ensure that the EU 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>4</sup>.

#### 4.4.1 Direct Management (Procurement)

Several tender procedures for procurement, will be launched to support identification, formulation and budgeting of Actions under MIP Priority Areas 1 and 2. The procurement will contribute to achieving the Overall Objective of this action (Support Uganda's progress towards the SDGs 5, 7, 8, 9, 12, 13 and 17) as well as the Specific Objective (Outcome) of this action (Support the successful start-up of the NDICI MIP projects/programmes (MFF 2021-2027) in MIP Priority Areas 1 and 2 covering SDG 5, 7, 8, 9, 12, 13 and 17.

### 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.

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).

<sup>4</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

## 4.6 Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities</b> – cf. section 4.4	
<b>Draft Action Documents delivered/studies completed</b>	4 900 000
Procurement (direct management) – cf. section 4.4.1	
<b>Procurement</b> – total envelope under section 4.4.1	4 900 000
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	N/A
<b>Contingencies</b>	100 000
<b>Totals</b>	5 000 000

## 4.7 Organisational Set-up and Responsibilities

The action shall be implemented by direct management. A strong coordination mechanism and regular dialogue are essential to achieve the intended results.

The Steering Committee fulfils the role of coordination and review for the scope of this Financing Agreement. The Steering Committee will be responsible to review progress of Green Support Facility and agree on follow-up actions.

The Steering Committee is comprised out of the EU Delegation and the relevant state- and non-state stakeholders - defined by the scope of the study.

The Steering Committee will meet periodically, including an annual review steering committee and can call for extraordinary meetings, according to ad hoc needs.

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 overarching framework for measuring progress of the programmes at outcome level will be the agreed Monitoring Framework for the Uganda Multi-annual Indicative Programme 2021-2027. This framework relies to a large extent on the established Government Annual Performance Report.

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). In addition, a HRBA and the gender perspective will be taken into consideration for the monitoring set-up. Annual reports shall be laid out in such a way as to allow monitoring of the means

envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional 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 Commission will be responsible for monitoring and reporting on indicators of the logframe matrix, including the collection of baselines and data collection.

## 5.2 Evaluation

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

## 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.

The present Action identifies as;

<b>Action level</b>		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Contract level</b>		
<input checked="" type="checkbox"/>	Single Contract 1	Pre-/Feasibility/Preparatory study ‘N’ in MIP Priority Area 1 and 2
<input checked="" type="checkbox"/>	Single Contract 2	Pre-/Feasibility study/ Preparatory study ‘N+1’ in MIP Priority Area 1 and 2
<input checked="" type="checkbox"/>	Single Contract x	Pre-/Feasibility study/ Preparatory study ‘N+x’ in MIP Priority Area 1 and 2