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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 4

to the Commission Implementing Decision on the financing of the multiannual action plan for the thematic programme on Global Challenges (Prosperity) for 2022-2023 part 1

Action Document for Support to Quality Infrastructure investments (SOURCE Platform)

MULTIANNUAL PLAN

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

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Support to Quality Infrastructure investments (SOURCE Platform) OPSYS number: ACT-61244 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	Sub-Saharan Africa; Middle East, Asia and Pacific; Latin America and Caribbean
4. Programming document	NDICI-Global Europe Global Challenges Multi-annual Indicative Programme 2021-2027
5. Link with relevant MIP(s) objectives/expected results	Priority Area 3: Prosperity in Global Challenges MIP 2021-2027
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Transport Energy Digital Water and sanitation Other Social Infrastructure and Services Climate Social inclusion and human development
7. Sustainable Development Goals (SDGs)	Main SDG SDG 9 – Industry, Infrastructure and Innovation Other significant SDG(s) SDG 6 – Clean Water and Sanitation, SDG 7 – Affordable and Clean Energy,

	SDG 11 – Sustainable Cities and Communities SDG 13 – Climate Action			
8 a) DAC code(s)	210 – Transport and storage 230 – Energy 22040 – Information and communication technology (ICT) 140 – Water and sanitation 160 – Other Social Infrastructure and Services			
8 b) Main Delivery Channel @	European Union budget – 42000			
9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gender equality and women’s and girl’s empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	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 type="checkbox"/>	<input checked="" 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 @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	/
	digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
digital entrepreneurship	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
digital skills/literacy	<input type="checkbox"/>	<input checked="" type="checkbox"/>		

	digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Connectivity @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	digital connectivity	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	
	energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	health	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	education and research	<input type="checkbox"/>	<input checked="" 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"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line: 14 02 02 42 Total estimated cost for 2022: EUR 3 million Total amount of EU budget contribution for 2022: EUR 3 million			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Indirect management with EIB			

1.2. Summary of the Action

The world still faces a massive gap in financing for investment in new and existing infrastructure, which could generate a serious bottleneck to the development and provision of secure and reliable public services as well as to the economic growth. The G20 has stressed the need to scale up sustainable infrastructure investments and efforts have been made to find concrete ways to mobilise more private capital, such as the Roadmap to Infrastructure as an Asset Class ('Roadmap')¹ endorsed by G20 leaders in 2018. In this context, the aim of pursuing quality infrastructure investment is to maximise the positive economic, environmental, social, and development impact of infrastructure and create a virtuous circle of economic activities, while ensuring sound public finances.

Infrastructure investments and sustainable connectivity are key drivers for growth. In this context, the Global Gateway joint Communication was adopted on 1 December 2021². It provides the policy framework for EU connectivity actions around the world in the decade to come. Global Gateway actions on connectivity are twofold: soft (regulatory frameworks and skills) and hard (infrastructure). The support of Multilateral Development Banks (MDBs) and the private sector is essential in its implementation. In order to implement the strategy and deliver on quality infrastructure through well-prepared projects, a wider adoption of infrastructure management platforms, such as SOURCE, in third partner countries will be paramount.

The action will support quality infrastructure investments through the SOURCE infrastructure project development platform, which was launched by MDBs in 2016³. SOURCE is managed by the Sustainable Infrastructure Foundation (SIF). The strategic and financial management of SOURCE is under the supervision of the SOURCE Council, which is composed of representatives from MDBs. SOURCE provides comprehensive support covering governance, technical, economic, legal, financial, environmental and social issues in response to the G20 quality infrastructure principles. Its support ranges from early project definition phases through to project implementation. It enables the

¹ <https://www.oecd.org/g20/roadmap-to-infrastructure-as-an-asset-class-argentina-presidency-1-0.pdf>
[Accessed 02.09.2022]

² JOIN(2021)30 of 01.12.2021

³ SOURCE Council is composed of representatives of Multilateral Development Banks: African Development Bank (AfDB), Asian Development Bank (ADB), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Interamerican Development Bank (IDB), World Bank (WB).

engagement of all stakeholders including government agencies, private sector, financiers and civil society. To date, SOURCE is supporting more than 700 projects in 79 countries.

The action is intended to reduce the infrastructure gap and sector inefficiencies by enhancing capacity and skills development of decision-makers, agencies and regulators responsible for the policy and regulatory frameworks related to the application of good practices on quality infrastructure throughout the infrastructure life cycle. It will contribute to SDG 9, as well as SDG 5, 6, 7, 11, 13 and 17.

2. RATIONALE

2.1. Context

Political and Financial outlook:

In 2019, the EU endorsed the G20 Principles for Quality Infrastructure Investment⁴ that aim at maximising the positive impact of infrastructure to achieve sustainable growth and development. An emphasis on quality infrastructure is an essential part of the G20's ongoing efforts to close the infrastructure gap, in accordance with the Roadmap to Infrastructure as an Asset Class. In infrastructure, quantity and quality can be complementary. A renewed emphasis on quality infrastructure investment will build on the past G20 presidencies' efforts to mobilize financing from various sources, particularly the private sector and institutional sources including multilateral development banks, thereby contributing to close the infrastructure gap, developing infrastructure as an asset class, and maximizing the positive impacts of infrastructure investment according to country conditions.

Rationale and Assessment:

The expected output of the action will be to support the EU international agenda on quality infrastructure with third countries that delivers environmental, economic, social and financial sustainability. The action will support the development of a framework for the promotion of high social, environmental and governance standards, taking fully into account climate change impacts, the transition to low-carbon economies and including financial sustainability and transparency, applying a gender equality. It will also contribute to the implementation of the 5th UN Environment Assembly Resolution 5/9 on "Sustainable and resilient infrastructure"⁵.

The proposed action intends to contribute to the Priority area 3: 'Prosperity' of the Multi-annual Indicative Global Challenges and Specific objective 3 'Quality infrastructure and connectivity', which establishes that the EU will support global efforts to promote quality infrastructure investments, regional integration and connectivity in the context of the transition to inclusive, climate-neutral, nature-positive, resilient and sustainable economies.

The action will support the SOURCE multilateral platform for sustainable infrastructure as a tool to integrate international standards for infrastructure spending by the EU and other bilateral and multilateral finance providers in partner countries.

SOURCE is managed by the Sustainable Infrastructure Foundation (SIF). The strategic and financial management of SOURCE is under the supervision of the SOURCE Council, composed of representatives from MDBs, which defines and directs the operations related to the development, maintenance and management of the SOURCE platform by the Management Team and oversees the activities in accordance with the agreed Work Plan.

The action will envisage the integration of the SOURCE platform in policy and process work streams towards sustainable project preparation in partner countries. Specific objectives will be: i) operationalize and customize the SOURCE platform to the countries' regulatory frameworks and project development processes; and ii) enable the adoption of SOURCE at the national level in partner countries across all agencies involved in the development, funding and management of infrastructure projects.

Key stakeholders will be partner countries, including government agencies and private sector, and EU cooperation partners including EU Member States and Development Financial Institutions (DFIs) under Team Europe approach.

⁴ https://www.mof.go.jp/english/policy/international_policy/convention/g20/annex6_1.pdf [Accessed 02.09.2022]

⁵ <https://wedocs.unep.org/bitstream/handle/20.500.11822/39852/SUSTAINABLE%20AND%20RESILIENT%20INFRASTRUCTURE.%20Engl ish.pdf?sequence=1&isAllowed=y> [Accessed 02.09.2022]

2.2. Problem Analysis

The world still faces a massive gap in financing for investment in new and existing infrastructure, and available resources could be used in a more effective way. In this context, quality infrastructure could result in a better allocation of resources, more efficiency, enhanced capacities, skills upgrade and improvement of productivity for local economies. This impetus would improve the potential for economic growth, leading to a widening of the investor base, a crowding-in of additional private investment, and would result in further improvement in economic fundamentals. This could facilitate trade, investment, and economic development while also contributing to reduced inequalities, poverty and enhanced gender equality. All these expected outcomes of the investment should be considered in the project design and planning.

An enabling environment plays a key role in mobilising increased infrastructure investments that also meet high technical, competition, environmental, social and governance standards. Predictable international norms and standards and sound regulatory frameworks are essential for a level playing field and a conducive environment for incentivising private investment. All these aspects are integrated in the G20 Principles for Quality Infrastructure Investment and need to be applied globally to achieve transformative impact.

International Financial Institutions (IFIs) and Multilateral Development Banks (MDBs) are a central component in the global architecture for financing infrastructure connectivity. In this context, a wider adoption of multilateral infrastructure management platforms, such as SOURCE, would help improve the implementation of projects, stepping up policy and regulatory engagement as part of systemic capacity-building towards quality infrastructure.

The action is directly aligned with the Global Gateway strategy. The objective is to work closely with like-minded partners to develop synergies between their respective efforts on connectivity and quality infrastructure in third countries and achieve the maximum impact in closing the global infrastructure gap by well designed, well planned and efficient sustainable infrastructure projects fit-for addressing transformative challenges.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The overall objective is to support the implementation of quality infrastructure investments principles in targeted countries (partner countries) and the coordination with DFIs and MDBs throughout such intervention thanks to the integrations of the SOURCE Platform in those countries.

The specific objectives/outcomes relate to:

1. operationalize and customize the SOURCE platform according to the regulatory frameworks and project development processes in 8 to 10 partner countries.
2. enable adoption of SOURCE at the national level across all agencies involved in the development, funding and management of infrastructure projects in 8 to 10 partner countries.

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): quality infrastructure and connectivity concepts that are based on human right based approach, the open internet model and secure, resilient and trusted connectivity and where inclusive, social and gender aspects are promoted in partner countries.
- 2.1. contributing to Outcome 2 (or Specific Objective 2): G20 Principles for quality infrastructure investment are made available and evaluated through all infrastructure-related projects of the partner countries, using SOURCE.

3.2. Indicative Activities

The action will strengthen the capacity of infrastructure project developers by providing:

- i. an online, secure and collaborative project management software, with servers under the jurisdiction of the United Nations, that can be connected to other databases, initiatives, platforms and tools;
- ii. a structured and standardized methodology that integrates multilateral best practices and standards, as well as a practical access to curated knowledge products and tools;

- iii. a communication platform between project stakeholders that reduces preparation and transaction costs, and promotes transparency and consistency through the project cycle;
- iv. a project promotion tool that establishes a common understanding between emerging market infrastructure planning public-sector officials and international investors; and
- v. a standardized database gathering key information from infrastructure projects to develop automatic analytics and indicators on the performance and sustainability of infrastructure.

Below, a number of activity areas have been identified to illustrate the various aspects that may be covered by the action:

Outcome 1: Operationalize and customize the SOURCE platform to 8 to 10 countries' regulatory framework and project development processes.

A. Needs Assessment:

Following an inception phase to present SOURCE and collect feedbacks, in close coordination with the leading agency (for ex. Ministry of Finance or Ministry of Planning) and other relevant ministries, the primary focus will be to identify how SOURCE can be integrated in the existing project cycle (i.e. which components of the project cycle can be digitized/digitalized in SOURCE). This review will include the Policy workstream, the Process workstream and the IT Workstream.

Key results:

- Needs assessment report including mapping of policies, processes and IT systems as well as describing detailed technical approach and workplan.

B. Digitalisation of processes:

Based on the above findings, the integration phase will conduct the necessary adaptations to the SOURCE platform. The detailed technical solutions will be presented in the integration report, which will also describe in detail i) the need for customization or development of the current SOURCE platform, ii) the connection to existing platforms (when and where relevant), and iii) the role and responsibilities of each agency in the process. Following the output of the Needs Assessment, technical support and inputs will be provided to the countries to support the preparation of the appropriate institutional framework that would enable the enforcement of the use of SOURCE. Several workshops will be organised with the identified government agencies to agree on the final content. This will include, but is not limited to, the preparation of specific guidelines and manuals.

Key results:

- Digitalisation report describing all adjustments made to SOURCE to adapt it to the requirements (timeline and methodologies).
- IT: updated version of SOURCE available on testing and live platform.
- IT: connexion to existing platforms for pilot projects and data exchange protocols running correctly.

C. Pilot projects

The functionalities will be deployed on the SOURCE platform, then applied to pilot projects identified by the government, and progressively adjusted over a period of two to three months based on the quantity and complexity of feedback. This phase will include: i) identification of potential pilot projects in a priority sector; ii) webinars on SOURCE to operational staff, to provide a general presentation of all SOURCE features; and iii) follow-up throughout the pilot period.

Based on the feedback from teams using SOURCE on pilot projects, necessary adjustments will be conducted so that the platform and data exchange mechanisms are ready for a full roll-out.

Key results:

- Pilot projects report
- Inputs to the digitalisation report
- Inputs into user guide and new policy / guidelines

Outcome 2: Enable the adoption of SOURCE at the national level across all agencies involved in the development, funding and management of infrastructure projects.

Following the roll-out of the customized version of SOURCE in the country, a capacity-building program will be developed across all agencies (if required including relevant authorities from municipal, regional and national levels), as well as a train-the-trainer program on the use of the platform within the implementing Ministry. A national SOURCE administrator(s) will be identified and trained as the main focal point for SOURCE in each country and responsible to register identified government agencies on SOURCE. In agreement with the government, the transition from existing project management tools to SOURCE will be facilitated, if required. Existing projects on the countries' project bank platforms will be migrated to SOURCE as required, prior to the final launch, in order to ensure a smooth transition.

Finally, a SOURCE User Guide will be developed for each country according to the customisation made to the platform. This User Guide will be translated into the country language and published as an Appendix to the national project preparation guidelines or as a standalone document for all public sector official using SOURCE.

Key result:

- Final training and roll-out report.

Following the successful integration, the continuity of services and technical support will be provided to user countries at no cost to governments.

3.3. Mainstreaming

This action will follow the integrated quality infrastructure investment G20 Principles that support the analysis on climate change, environmental protection, disaster risk reduction, social considerations (in particular addressing gender and inequalities and protecting human rights) and good governance throughout the infrastructure life cycle.

The contribution to environment, climate, Disaster Risk Reduction and social targets is well reflected in QII principles 3 'Integrating Environmental Considerations in Infrastructure Investments', 4 'Building Resilience against Natural Disasters and Other Risks', and 5 'Integrating Social Considerations in Infrastructure Investment'.

The initiative will also contribute to better governance on infrastructure, and will address the need for improved national regulation and incentives that will enable the development towards a more efficient, sustainable and reliable infrastructure.

The action will apply the relevant commitments of the European Consensus on Development, Agenda 2030 and the Gender Action Plan III⁶ priorities. UN Guiding Principles on Business and Human Rights will be promoted amongst private sector partners.

Environmental Protection & Climate Change

Outcomes of the SEA screening

The Strategic Environmental Assessment (SEA) screening concluded that no further action is required.

Outcomes of the EIA (Environmental Impact Assessment) screening

The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening

The Climate Risk Assessment (CRA) screening concluded that this action is low risk (no need for further assessment).

Gender equality and empowerment of women and girls

As per the OECD DAC codes identified in section 1.1, this action is labelled as G1. This implies that integrating social considerations in infrastructure investment is one of the principles on quality infrastructure and women are targeted among vulnerable groups.

Human Rights

The action doesn't target human rights directly.

Disability

⁶ JOIN(2020)17 of 25.11.2020

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that inclusion of persons with disabilities is not directly targeted by the action.

Democracy

The action doesn't target democracy directly.

Conflict sensitivity, peace and resilience

The action doesn't target conflict sensitivity, peace and resilience directly.

Disaster Risk Reduction

Integrating Disaster Risk Reduction in Infrastructure Investment is one of the principles on quality infrastructure and DRR is considered as a significant objective inside this action.

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
3 - risks related to people and the organisation	Lack of commitment and ownership of new countries to integrate and maintain the SOURCE platform within their sectoral management systems and structure.	L	M	The SOURCE platform is already widely accepted at international level (79 countries) with the main EU partner International IFIs (AfDB, ADB, EBRD, EIB, IDB, WB) involved in the management of the platform and dialogue surrounding it.
2 - risks related to planning, processes and systems	Business model of SOURCE towards sustainability in maintaining the platform from a medium term perspective	L	M	On the medium-term, this is mitigated by the yearly MDBs' memberships to be part of the SOURCE Council as well as by the Revenue Model the MDBs endorsed on June 2020 which aims to create revenues through licensing SOURCE to IOs, private sector alerts on published projects, collaboration with IOs on data collection, etc.
2 - risks related to planning, processes and systems	Provision of quality of data to feed the project preparation platform to deliver realistic results.	M	M	In countries where respective data provision is at risk, a key mitigating measure is the support from development partners on the provision of technical assistance support.

Lessons Learnt:

In December 2018, SOURCE and its partner MDBs initiated a new strategy to scale up the global implementation of the platform, based on the key findings of the 2 years of outreach conducted since the launch of SOURCE. As a result, SOURCE reflects the multilateral development banks (MDBs) successful engagement in a common activity with shared resources under joint leadership for the benefit of their member countries across the world. The multilateral platform SOURCE is emblematic of MDBs' joint efforts to work as a system towards quality infrastructure as called for by the G7 and the G20.

3.5. The Intervention Logic

The action is designed to support actors managing or implementing EU cooperation programmes at global, regional and country level (in particular EU Delegations, the Commission and partner countries) to assess, design, monitor and evaluate connectivity and quality infrastructure interventions.

3.6. Logical Framework Matrix

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 (2022)	Targets (values and years)	Sources of data	Assumptions
Impact	Support the implementation of quality infrastructure investments principles in targeted countries (partner countries) and the coordination with IFIs and MDBs throughout such intervention thanks to the integrations of the SOURCE Platform in these countries.	<ol style="list-style-type: none"> 1. number of countries where quality infrastructure principles have been evaluated⁷ 2. number of projects tendered where quality infrastructure principles have been evaluated 	-	In 10 countries by 2025, at least 20 projects assessed against the QII methodology by 2025	SOURCE reports and statistics	<i>Not applicable</i>
Outcome 1	Operationalize and customize SOURCE platform to the country's regulatory framework and project development processes.	<ol style="list-style-type: none"> 1.1 number of countries where SOURCE platform is integrated 1.2 number of projects prepared on SOURCE in countries where SOURCE was integrated through this assignment 1.3 number of projects categorized per stages, per sector, per type (greenfield, brownfield), per delivery mode (traditional, PPP, undefined), per SDG 	<ol style="list-style-type: none"> 1.1 97 countries 1.2 - 1.3 - 	<ol style="list-style-type: none"> 1.1: 10 additional countries 1.2: in 100 projects by 2025 1.3: at least 20 projects published in SOURCE and one regional report by 2025 	SOURCE reports and statistics	

⁷ The evaluation for the QII principles available in the Project Assessment feature of SOURCE is based on the number of questions on SOURCE answered by the users (governments and its stakeholders) that have a correspondence to the QII principles and their criteria. This methodology to evaluate the QII principles is used for all standards/labels/assessments available on SOURCE. *This note applies for all evaluations' references made in Impact, Outcome 1, Outcome 2, Output 1 and Output 2.*

Outcome 2	<p>Enable adoption of SOURCE at the national level across all agencies involved in the development, funding and management of infrastructure projects.</p>	<p>2.1 number of projects per region and per sector where quality infrastructure principles have been evaluated and number of projects per region and per sector where gender-based quality infrastructure principles have been evaluated</p> <p>2.2 ranking of quality infrastructure principles that have been evaluated per region and sector</p> <p>2.3 number of projects categorized per quality infrastructure principles and evaluation results</p> <p>2.4 top evaluation results per quality infrastructure principles</p>	<p>2.1 -</p> <p>2.2 -</p> <p>2.3 -</p> <p>2.4 -</p>	<p>2.1 : 20 projects published in SOURCE assessed against the QII methodology by 2025,</p> <p>2.2 2.3 2.4 20 projects published in SOURCE assessed against the QII methodology, including ranking and evaluation by 2025,</p>	<p>SOURCE reports and statistics</p>	
Output 1 related to Outcome 1	<p>Quality infrastructure and connectivity concepts that include inclusive, social and gender aspects are promoted in partner countries.</p> <p>Specific outputs:</p> <ul style="list-style-type: none"> - Inception Activities - Needs Assessment - Digitalisation of processes - Pilot projects 	<ul style="list-style-type: none"> - Inception report presenting the stakeholders' involved, the digitalization readiness of the government, the legal framework and a proposed workplan - Needs assessment report including mapping of policies, processes and IT systems, including a gender perspective, as well as describing detailed technical approach and workplan - Digitalisation report describing all adjustments made to SOURCE to adapt it to the requirements - IT: New version of SOURCE available on testing and live platform - IT: connexion to existing platforms for pilot projects and data exchange protocols running correctly where relevant - Pilot projects report - Updates to the SOURCE user guide and new policy / guidelines (see Output 2) 	<p>-</p>	<p>10 inception reports submitted by end of 2023</p> <p>10 needs assessment reports submitted before the end of 2023</p> <p>10 digitalisation reports submitted by April 2024</p> <p>10 pilot project reports submitted by September 2024</p>	<p>SOURCE reports</p>	
Output 2 related to Outcome 2	<p>G20 Principles for quality infrastructure investment are made available and evaluated through all projects (sector and subsector) of the partner countries using SOURCE.</p>	<ul style="list-style-type: none"> - Final Training and SOURCE roll-out report including details on all the specific outputs 	<p>-</p>	<p>10 Training and implementation reports by Q1 2025</p>	<p>SOURCE reports</p>	

	<p>Specific outputs:</p> <ul style="list-style-type: none"> - Capacity-building program across all agencies on SOURCE - Train-the-trainer programs on the use of the platform within the implementing Ministry - Identification of one person as main focal point for SOURCE in the partner country - Roll-out of customized version of SOURCE in the partner country - SOURCE User Guide for each partner country 					
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4. IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude financing agreements with partner countries.

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 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 the relevant contracts and agreements.

4.3 Implementation modality

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 measures⁸.

4.3.1 Indirect Management with a pillar assessed entity

The action is intended to be implemented through indirect management with EIB. EIB is member of the SOURCE Council, the coalition of Multilateral Development Banks (AfDB, ADB, EBRD, EIB, IDB, WB) overseeing SOURCE.

This entity has been selected on the basis of its specific sector/thematic expertise, management capacities and strategic relevance for EU multilateral engagement. The implementation by this entity relates to the full action and entails the specific objectives/outcomes 1 and 2 described in section 3.

4.4 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.3	
Objectives/Outputs 1 and 2 – Indirect Management with EIB– cf. section 4.3.1	3 000 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	may be covered by another Decision
Total	3 000 000

4.5 Organisational Set-up and Responsibilities

The SOURCE platform is conceived as a 'public good', offered free of charge to third partner countries to aid in the sustainable project preparation and effective implementation of quality infrastructure. The development of the SOURCE platform is overseen by the SOURCE Council that is composed of representatives of Multilateral Development Banks. The SOURCE platform is designed to reflect and facilitate the application of international good

⁸ 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.

practices on quality infrastructure throughout the infrastructure life cycle. Thus, the action will enhance capacity and skills development of decision-makers, agencies and regulators, responsible for the policy and regulatory frameworks in third partner countries. The participation of NGOs advocating for women's rights and human rights related to infrastructure will be promoted.

While it propagates international standards, the SOURCE platform remains customisable to the specific context of individual third partner countries. As such, the action does not have a standard organisational set-up or set of responsibilities. Structures for coordination and follow-up of the action will be established on a case by case basis with the partner countries in the context of the different interventions. Despite the specificity of the structures for coordination and follow-up of the action, one common element to all is the appointment of an implementing partner (national consultant) with key responsibilities for the project in each partner country. Furthermore, the structures will include active and meaningful participation of all stakeholders, both at country level and beyond.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission will be invited to participate in the governance structures that will be set up for governing the implementation of the action.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The regular technical and financial monitoring of the implementation of this action will be assessed continuously as part of the implementing partners' responsibilities. To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for the action. This continuous monitoring system at the working level will be complemented by regular reporting to the Commission through annual progress reports and a final report upon completion of the action.

Gender equality and the human rights based approach will be mainstreamed into the monitoring and evaluation of the project and that indicators will be sex-disaggregated and disaggregated by other relevant aspects whenever possible.

Each 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 the logframe matrix as reference.

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).

5.2. Evaluation

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 partners.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination⁹. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

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

5.3. Audit and Verifications

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

⁹ See best [practice of evaluation dissemination](#)

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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

Action documents for specific sector programmes are no longer required to include a provision for communication and visibility actions promoting the programmes concerned.

However, in line with Article 46 and subject to Article 47 of the NDICI Regulation, all entities implementing EU-funded external actions shall take all reasonable measures to publicise the European Union support. 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.

APPENDIX: 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:

Option 1: Action level		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action Objectives/Outputs 1 to 2 – Indirect Management with a pillar assessed entity – cf. section 4.3.1