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

**ANNEX**

of the Commission Decision on the financing of the Annual Action Programme 2020 in favour of the Republic of Zambia

**Action Document for the Technical Cooperation Facility (TCF) VI**

<b>1. Title/basic act/ CRIS number</b>	Technical Cooperation Facility (TCF) VI CRIS number: ZM/FED/042-566 financed under the 11 <sup>th</sup> European Development Fund (EDF)	
<b>2. Zone benefiting from the action/location</b>	Zambia The action shall be carried out at the following location: Zambia, mainly Lusaka.	
<b>3. Programming document</b>	National Indicative Programme (NIP) 2014-2020 for the Republic of Zambia	
<b>4. Sustainable Development Goals (SDGs)</b>	This programme will contribute primarily to the progressive achievement of Sustainable Development Goal (SDG) 17: Partnerships for Sustainable Development.  It may also promote progress in other SDGs including:  SDG 1 (no poverty); SDG 2 (zero hunger); SDG 3 (good health and wellbeing); SDG 4 (quality education); SDG 5 (gender equality); SDG 7 (affordable and clean energy); SDG 8 (decent work and economic growth); SDG 10 (reduced inequalities); SDG 13 (climate action); and SDG 16 (peace, justice and strong institutions).	
<b>5. Sector of intervention/ thematic area</b>	Support Measures	DEV. Assistance: YES
<b>6. Amounts concerned</b>	Total estimated cost: EUR 4 000 000 Total amount of EDF contribution: EUR 4 000 000	
<b>7. Aid modality and implementation modality</b>	Project Modality <b>Direct management</b> through: - Procurement	

<b>8 a) DAC codes</b>	Main DAC code – 400 – Multisector / cross-cutting Sub-code 1 – 43010 Multisector aid.			
<b>b) Main Delivery Channel</b>	Recipient Government – 12000			
<b>9. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<b>x</b>
	Aid to environment	<input type="checkbox"/>	<b>x</b>	<input type="checkbox"/>
	Gender equality and Women's and Girl's Empowerment	<input type="checkbox"/>	<b>x</b>	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	<b>x</b>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input type="checkbox"/>	<b>x</b>	<input type="checkbox"/>
	Disaster Risk Reduction	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with disabilities	<input type="checkbox"/>	<b>x</b>	<input type="checkbox"/>
	Nutrition	<input type="checkbox"/>	<b>x</b>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>10. Internal markers</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Migration	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. Global Public Goods and Challenges (GPGC) thematic flagships</b>	N/A			

## SUMMARY

The Technical Cooperation Facility (TCF) VI, to be financed under the 11<sup>th</sup> European Development Fund (EDF), is a continuation of similar programmes implemented under the 11<sup>th</sup> and previous EDF.

By facilitating short and medium-term technical assistance and studies, on an *ad hoc* basis, the TCF VI will be a flexible instrument that will support all stages of the project cycle and contribute to the development of the new country strategy and programmes to be financed under the new Multiannual Financial Framework (2021-2027). It will also address specific needs to enhance policy dialogue in strategic areas, support joint programming with EU Member States, enhance mainstreaming of crosscutting issues (e.g. human rights, gender and climate change) and support the implementation of the EU's communication and visibility strategy in Zambia.

In the context of the COVID-19 crisis, the TCF VI may be used to provide specific services and supplies addressing the urgent needs arising as a result of the pandemic.

## **1. CONTEXT ANALYSIS**

### **1.1 Context Description**

Zambia is a peaceful country with a liberal market and a population of an estimated 16.4 million. For the ten years leading up to 2014, the country had one of the world's fastest growing economies, with real Gross Domestic Product (GDP) growth averaging 7.4 % per annum. This led to Zambia's classification as a Lower Middle Income Country in 2011. However, growth slowed remarkably in 2015 (2.9 %), 2016 (3.8 %), 2017 (3.5 %) and 2018 (3.3 %) – just above population growth – meaning that on average Zambia's per capita income growth has remained flat in recent years.

Zambia's population growth rate of 2.91 % makes it one of the fastest growing countries in Africa. It is forecasted to maintain a high rate of population growth, doubling its population by 2035. This means that an increasing number of people are and will be looking for decent jobs. Even with the earlier high rates of economic growth, employment creation has been limited. This is because Zambia's economic growth – largely driven by the mining sector – has not generated the much-needed employment required to lift the majority of Zambians out of poverty. Unemployment stands at 41.2 %, with women and youth disproportionately affected. According to the 2015 Living Conditions Monitoring Survey (LCMS), 54.4 % of the Zambian population was living below the poverty line, with more than three quarters of this proportion concentrated in rural areas. With a Gini coefficient of 0.69 (2015), Zambia is amongst the five countries with the highest income inequalities in the world. As this data shows, poverty reduction and job creation have not been commensurate with economic growth.

In 2019, Zambia experienced a worsening macroeconomic outlook with an increasing accumulated debt and high fiscal imbalance posing a major challenge for the economic and development trajectory of the country. Debt levels are already impacting the government's capacity to deliver essential services and – in instances – even to pay salaries of front-line workers. Macroeconomic indicators are deteriorating and so are social development indicators, closely linked to systems inefficiencies and services not keeping pace with population growth. This is evident in education, where only 5 % of 15 year olds are achieving a minimum level of proficiency in reading and 3 % in numeracy. Despite drug stock outs and declining investments in education, the government continues to allocate 2-3 % of its budget to subsidise the energy sector, having paused the introduction of more cost-reflective tariffs.

Debt servicing and other statutory expenditure account for the bulk of the government budget and 'discretionary expenditure' is very limited, at around 10 %, based on an optimistic forecast of domestic revenues. Fiscal space for the financing of priorities of the 7<sup>th</sup> National Development Plan (7NDP) is likely to remain constrained over the next years as the country must first address the need for fiscal consolidation and embark on a sustainable debt trajectory.

The current fiscal constraints are compounded by the looming energy and food crises caused by drought conditions experienced in the first half of 2019. Early signs of food insecurity are visible in the Southern Province, and with minimal water levels in Kariba Dam, daily load-

shedding has commenced across the country. The weakness of governance systems continues to constitute a major underlying cause for Zambia's inability to fight poverty, to foster development and to address inequalities.

## **1.2 Policy Framework (Global, EU)**

The overall goal of the National Indicative Programme (NIP) 2014-2020 is to help Zambia chart a course of equitable and sustainable growth anchored in principles of good governance and consistent with Zambia's Vision 2030, the new European Consensus on Development 'our world, our dignity, our future'<sup>1</sup>, and the Agenda for Change<sup>2</sup>. The priorities of the NIP 2014-2020 are aligned with the government's priorities in three focal sectors: (i) Energy, (ii) Agriculture and (iii) Governance.

Totalling EUR 459 600 000, the NIP focuses on a range of actions, including: renewable energy production; agriculture-based economic development; gender-based violence; public finance management and transparent and credible national elections. All actions identified and implemented by the EU under the NIP are directly linked to achieve the United Nations 2030 Agenda for Sustainable Development and target most of the SDGs (1, 2, 5, 7, 8, 9, 16 & 17). The NIP enshrines all of the five priorities of the new European Consensus for Development<sup>3</sup> – Peace, People, Planet, Prosperity and Partnership. Furthermore, the NIP is in line with the Communication on a new Africa-Europe Alliance for Sustainable Investment and Jobs: Taking our partnership for investment and jobs to the next level<sup>4</sup>.

This action will support the implementation of the current NIP and preparation of the new multiannual financial framework (MFF) (2021-2027), while continuing to strengthen the EU's partnership with the Government of the Republic of Zambia (GRZ) and relevant line ministries.

## **1.3 Public Policy Analysis of the partner country/region**

Zambia's Vision 2030 is *"a long-term plan that expresses the aspirations of the Zambian people to live in a strong and dynamic, middle-income industrial nation that provides opportunities for improving the wellbeing of all."* The aspirations of the Vision 2030 are currently operationalised through the country's 7<sup>th</sup> National Development Plan (7NDP), whose overarching goal is to *"accelerate development efforts towards Vision 2030 without leaving anyone behind"*. The plan identifies key development outcomes with corresponding strategies and programmes for their achievement. The 7NDP is centred on five pillars:

- 1) Economic diversification and job creation
- 2) Poverty and vulnerability reduction
- 3) Enhancing human development
- 4) Reducing developmental inequalities
- 5) Creating a conducive governance environment for a diversified and inclusive economy

The SDGs are well represented in these priorities, particularly with regards to sustainable growth and reduction of poverty and inequality. In this way, the 7NDP provides a framework

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<sup>1</sup> OJ C 210 of 30.6.2017.

<sup>2</sup> COM(2011) 637 final of 13.10.2011.

<sup>3</sup> OJ C 210 of 30.6.2017.

<sup>4</sup> COM(2018) 643 final of 12.9.2018.

for addressing the SDGs, recognising that SDG domestication requires an integrated, multi-sectoral engagement with interlinking goals. As prioritised in the 7NDP, the country's achievement of the SDGs depends on economic diversification, a conducive governance environment, poverty alleviation, reductions in inequality and enhancing human development, particularly in health and education.

By focusing on governance and inclusive and sustainable growth, Zambia's 7NDP is consistent with the NIP 2014-2020, the new European Consensus for Development 'our world, our dignity, our future'<sup>5</sup> and the Agenda for Change<sup>6</sup>.

#### **1.4 Stakeholder analysis**

The main stakeholder of the action is the government of the Republic of Zambia, as represented by the National Authorising Officer (NAO), acting as the main interlocutor with the EU Delegation regarding development cooperation in Zambia. The NAO, who is the Secretary to the Treasury, plays a key role in relation to the implementation of the NIP and will be a key stakeholder in the formulation of the next Multiannual Financial Framework.

The main target groups include the NAO, line ministries, other government institutions, implementing partners of EU development assistance, the private sector, and civil society with whom the EU collaborates to deliver development assistance. These target groups are largely duty bearers or organisations seeking to hold duty bearers to account.

The final beneficiaries are the rights holders, i.e. citizens of Zambia benefiting from EU funded projects, and more efficient and effective governance. Specific attention will be paid to women and youth as well as to groups in vulnerable situations, such as persons with disabilities, incarcerated persons, etc.

#### **1.5 Problem analysis/priority areas for support**

The EU's cooperation in Zambia requires complementary technical assistance aimed at policy implementation, support for policy development and new programme formulation, specific capacity building related to new policy orientations and programmes, and complementary activities in focal sectors. These may be in the form of seminars/conferences, trainings, assessment/studies, and other forms of technical assistance and capacity building.

Furthermore, the introduction of a new financing instrument ('Neighbourhood, Development and International Cooperation Instrument' – NDICI) as part of the 2021-2027 Multiannual Financial Framework may entail changes in the administration of EU development assistance and appropriate training/sensitisation may be required.

By facilitating short and medium-term technical assistance and studies, on an *ad hoc* basis, the Technical Cooperation Facility (TCF) will be a flexible instrument that will support all stages of the project cycle, aid in programme identification and formulation for the next programming cycle (2021-2027), address specific needs to enhance policy dialogue in strategic areas, explore the possibility of joint programming with EU Member States, enhance mainstreaming of crosscutting issues (e.g. human rights, gender and climate change) and support the implementation of the EU's communication and visibility strategy in Zambia.

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<sup>5</sup> OJ C 210 of 30.6.2017.

<sup>6</sup> COM(2011) 637 final of 13.10.2011.

## 2 RISKS AND ASSUMPTIONS

<b>Risks</b>	<b>Risk level (H/M/L)</b>	<b>Mitigating measures</b>
Resource allocation under the TCF does not allow meeting demands and needs in relation to policy and programme implementation and formulation.	L	Planning of activities under the TCF will be carried out as early as possible and the pipeline will be reviewed and updated on a regular basis to ensure the optimal use of available funding. The EU and the NAO will discuss the use of TCF funds in the monthly NAO-EU portfolio meetings.
Non-availability of adequate quality technical assistance professionals.	M	Use of framework and/or direct contracts with clear Terms of References (ToRs).
Low quality of outputs from contracted technical assistance.	M	Ensure clear ToRs; close scrutiny of offers during evaluation to ensure best candidates are selected and regular review of progress on assignments.
<b>Assumptions</b>		
<ol style="list-style-type: none"> <li>1) Political and social stability.</li> <li>2) The government of Zambia remains committed to the implementation of the National Indicative Programme (NIP) and programming under the next Multiannual Financial Framework.</li> <li>3) Willingness of the government, line ministries, non-state actors and implementing agencies to participate in activities funded by the EU.</li> </ol>		

## 3 LESSONS LEARNT AND COMPLEMENTARITY

### 3.1 Lessons learnt

In the past, TCF activities have contributed to the funding of strategic studies and to the smooth preparation and implementation of programmes. In particular, the TCF has been used to: (i) carry out detailed sector studies within the current cooperation framework; (ii) produce studies in the context of the 11<sup>th</sup> EDF programming exercise and (iii) provide flexible capacity building to government ministries and institutions, civil society, and private sector through technical assistance, trainings, seminars and conferences.

The TCF has proved to be a flexible instrument that allows the EU Delegation to quickly respond to the needs for technical support in order to facilitate the preparation of new interventions or to assist in the implementation of our cooperation.

The Results Oriented Mission (ROM) report from 2018 noted that while TCF IV was managed through indirect management, the TCF V was managed through direct management. The report expressed concern that this change could affect the partnership between the EU and the NAO. However, this has not been the case as the EU provides updates on the TCF to the NAO at the monthly portfolio meetings where the use of the funds is routinely agreed. The use of direct management has also aided with the NAO's workload and enabled speedier implementation.

### 3.2 Complementarity, synergy and donor coordination

This project is complementary to all EDF funded projects in Zambia. The TCF will also contribute to policy dialogue, donor harmonisation, and joint/coordinated donor activities, such as analytical studies. For example, under the TCF V two studies on the education sector were commissioned with specific input from the Irish Embassy and the United-Kingdom Department for International Development (DFID) in Lusaka, both of whom have extensive experience in the sector.

In general, the EU aligns its work with other cooperating partners through the monthly EU Heads of Cooperation meetings, the Cooperating Partners Group and sector specific cooperating partners groups. This process allows for coordination of strategies and implementation of activities and alignment on policy issues. Cooperating partners also participate in the monitoring structures of the 7NDP set up by the government, such as the Cluster Advisory Groups (CAGs). There is a general recognition between the government and cooperating partners of shared agendas on aid and development effectiveness.

Whenever relevant, specific TCF activities will be vetted with the relevant sector cooperating partners group and/or with the concerned development partner agencies. Technical cooperation support from other donors will be mapped, synergies and harmonisation options explored, and where relevant actively pursued with partners and other donors, to ensure that proposed activities are consistent with sector priorities and that optimal complementarity can be achieved.

## 4 DESCRIPTION OF THE ACTION

### 4.1 Overall objective, specific objective(s), expected outputs and indicative activities

The **overall objective** of the programme is: *‘To contribute to the sustainable development and a reduction in poverty and inequality in Zambia through effective development cooperation.’*

The **specific objective** is: *‘To support the successful, high quality programming, implementation and evaluation of actions under the NIP and the preparation of future programming under the next Multiannual Financial Framework (2021-2027).’*

The action is expected to achieve the following **outputs**:

**Output 1:** EU funded programmes and projects are properly identified, formulated, implemented, monitored, evaluated and audited.

The main activities would include:

- 1.1 Provision of short/medium term technical expertise to support project identification and formulation, implementation, and evaluation of projects and programmes supported by the EU within the identified sectors of the NIP and the next Multiannual Financial Framework.
- 1.2 Capacity building activities (in the form of technical assistance, training, conferences or seminars) of the government, institutions, private sector or civil society on key programmatic or policy areas of development cooperation.
- 1.3 Audits and evaluations of programmes/projects whenever they cannot be financed out of the project itself or where it is convenient or efficient to combine a number of audit/evaluations of related interventions.

**Output 2:** Partnership and policy dialogue among the government, the EU, civil society organisations (CSOs) and development partners are strengthened for more effective development programmes and policies.

The main activities would include:

- 2.1 Provision of short/medium term technical assistance to provide capacity development and expertise on the main issues regarding development cooperation, EU policies and strategies, planning, monitoring and evaluation, effective management, implementation and effective partner coordination.
- 2.2 Facilitation of meetings/events to promote the priorities of the 11<sup>th</sup> NIP and the EU's future programming cycle, as well as the sensitisation and dialogue on major policies and laws.
- 2.3 Support participation in and organisation of conferences and workshops.

**Output 3:** Enhanced communication and visibility of EU development cooperation and the partnership between Zambia and the EU.

The main activities would include:

- 3.1 Visibility events related to EU programmes and key policies linked to the Zambia-EU partnership.
- 3.2 Communication on key issues targeted at media and opinion leaders.

**Output 4: Addressing the urgent needs arising as a result of the pandemic.**

The main activities would include:

- 4.1 Providing supplies and services to help mitigate the impact of the COVID-19 in Zambia.

## **4.2 Intervention Logic**

The support measure will contribute to the overall effectiveness of EU development cooperation in Zambia, notably in the focal sectors identified in the NIP, while preparing the post 2020 EU-Zambia cooperation strategy.

To achieve the objectives above, the strategic approach will be to provide expertise and technical support for the successful implementation of EU-funded programmes and development of evidence-informed programmes under the next Multiannual Financial Framework (2021-2027). The TCF is a flexible instrument that can be quickly mobilised in response to identified needs.

The action is expected to meet the objectives based on the assumption that the EU and Zambia will retain a positive and constructive relationship and that political, economic and social progress continues.

## **4.3 Mainstreaming**

Particular attention will be given in project identification to environmental sustainability, climate change, gender equality, good governance and human rights in order to ensure mainstreaming in current and future actions. The Rights-Based Approach and *'leaving no one*

*behind*' principle will be promoted in the implementation of the 11<sup>th</sup> EDF programme for Zambia and in the identification of new projects.

The specific nature of the TCF also provides the means to undertake specific activities aimed at mainstreaming cross-cutting issues such as environment, climate change, gender, human rights and the participation of disadvantaged groups (such as women, children and youth, people with disabilities, refugees, etc.) in EU funded programmes. The TCF may finance the participation of stakeholders to related events and may reinforce capacities within these fields through training and technical assistance.

#### **4.4 Contribution to Sustainable Development Goals (SDGs)**

This intervention is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG 17 (partnerships for sustainable development) and may also contribute to: SDG 1 (no poverty); SDG 2 (zero hunger); SDG 3 (good health and wellbeing); SDG 4 (quality education); SDG 5 (gender equality); SDG 7 (affordable and clean energy); SDG 8 (decent work and economic growth); SDG 10 (reduced inequalities); SDG 13 (climate action); and SDG 16 (peace, justice and strong institutions).

Many of these SDGs are interlinked, as recognised in Zambia's 7NDP, which clusters sectors within the five pillars (refer to section 1.3 above). For instance, the Cluster Advisory Group (CAG) for Pillar 3 – enhancing human development – monitors outcomes related to health, education, and water, sanitation and hygiene (WASH). The EU participates in the quarterly CAGs.

## **5 IMPLEMENTATION**

### **5.1 Financing agreement**

In order to implement this action, it is foreseen to conclude a financing agreement with the government of the Republic of Zambia.

### **5.2 Indicative implementation period**

The indicative operational implementation period of this action, during which the activities described in section 4 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

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

### **5.3 Implementation of the budget support component**

N/A

### **5.4 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>7</sup>.

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<sup>7</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

#### 5.4.1 Procurement (direct management)

Subject	Indicative type (works, supplies, services)	Indicative trimester of launch of the procedure
Technical assistance, capacity building, studies, analyses and programme-related training activities and supplies for COVID-19 pandemic	Services, supplies	Q2 2020 onwards

#### 5.5 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 provision.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

#### 5.6 Indicative budget

	EU contribution (in EUR)
<b>5.4.1 Procurement (direct management)</b>	<b>3 950 000</b>
of which (indicative breakdown) :	
<b>Output 1:</b> EU projects are properly identified, formulated, implemented, monitored, evaluated and audited	987 500
<b>Output 2:</b> Partnership and policy dialogue is strengthened for more effective development programmes and policies.	987 500
<b>Output 3:</b> Enhanced communication and visibility of Zambia and the EU.	987 500
<b>Output 4:</b> Addressing the urgent needs arising as a result of the COVID-19 pandemic.	987 500
5.9 Evaluation, 5.10 Audit	50 000
5.11 Communication and visibility (included under output 3)	-
Contingencies	-

case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

### **5.7 Organisational set-up and responsibilities**

The EU Delegation to Zambia will manage the action in consultation with the NAO. Planning and implementation of activities under the TCF will be reviewed and updated on a regular basis, including at the monthly NAO-EU portfolio review meetings.

### **5.8 Performance and Results 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.

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).

### **5.9 Evaluation**

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

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

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

[Evaluation services may be contracted under a framework contract](#)

### **5.10 Audit**

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 audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

### **5.11 Communication and visibility**

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

It is foreseen that a contract for communication and visibility may be contracted under a framework contract.

### **6 PRE-CONDITIONS**

N/A

## APPENDIX - INDICATIVE LOGFRAME MATRIX

	<b>Results chain: Main expected results (maximum 10)</b>	<b>Indicators (at least one indicator per expected result)</b>	<b>Sources of data</b>	<b>Assumptions</b>
<b>Impact (Overall Objective)</b>	To contribute to sustainable development and a reduction in poverty and inequality in Zambia through effective development cooperation  <i>As per section 4 of the Action Document</i>	GDP growth rate  GINI index  Percentage of population living below the poverty international poverty line. [**EU RF L1 1.1]	World Bank data  SDG data	<i>Not applicable</i>
<b>Outcome(s) (Specific Objective(s))</b>	To support the successful programming, implementation and evaluation of actions under the National Indicative Programme 2014-2020 and the preparation of future programming under the next Multiannual Financial Framework (2021-2027).  <i>As per section 4 of the Action Document</i>	Status of KPI 6 (A-D) on project implementation.  Status of KPI 7 (A-D) on achievement of project objectives.  Status of alignment between EU country strategy and national priorities.	EAMR KPIs	Political and social stability.  The government of the Republic of Zambia remains committed to the implementation of the National Indicative Programme (NIP) and future programming under the next Multiannual Financial Framework.
<b>Outputs</b>	Output 1: EU funded programmes and projects are properly identified, formulated, implemented, monitored, evaluated and audited.  Output 2: Partnership and policy dialogue among Government, EU, non-state actors and development partners are strengthened for more	1.1 Number of projects or programmes receiving technical assistance to ensure successful implementation under the 11 <sup>th</sup> EDF NIP.  1.2 Number of studies conducted and used to inform the EU Delegation's next programming cycle (2021-2027).	CRIS decision card  EAMR KPIs  Progress reports	Willingness by the government, line ministries, non-state actors and implementing agencies to participate in activities funded by the EU.

	<p>effective development programmes and policies.</p> <p>Output 3: Enhanced communication and visibility of EU development cooperation and the partnership between Zambia and the EU.</p> <p>Output 4: Addressing the urgent needs arising as a result of the COVID-19 pandemic.</p> <p><i>As per section 4 of the Action Document</i></p>	<p>2.1 Number of dialogue meetings organised.</p> <p>2.2 Number of trainings and/or seminars conducted for key stakeholders on key policy or cross-cutting issues.</p> <p>3.1 Percentage of projects with a communication plan (KPI 16).</p> <p>3.2 Number of articles (newspaper and online) on EU-Zambia cooperation.</p> <p>4.1 No of effective actions taken to mitigate the impact of the COVID-19 in Zambia.</p>		
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