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ANNEX 2

of the Commission Decision on the Technical Cooperation Facility and Support to the
National Authorising Officer

**Action Document for Technical Cooperation Facility and Support to the National
Authorising Officer (NAO)**

1. Title/basic act/ CRIS number	Technical Cooperation Facility and Support Services to the National Authorising Officer (NAO) CRIS number: 2015 / 039-033 financed under 11 th European Development Fund			
2. Zone benefiting from the action/location	Grenada			
3. Programming document	National Indicative Programme (NIP) 2014-2020			
4. Sector of concentration/ thematic area	Various Sectors	DEV. Aid: YES		
5. Amounts concerned	Total estimated cost: EUR 1 000 000 (20% of NIP) Total amount of EDF contribution: EUR 1 000 000			
6. Aid modality(ies) and implementation modality(ies)	Project Modality Indirect Management with Grenada			
7 a) DAC code(s)	21010 (TCF) – 15110 (NAO) – 51010			
b) Main Delivery Channel	EU – 42003			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	x
	Aid to environment	x	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	x	<input type="checkbox"/>	<input type="checkbox"/>
	Trade Development	x	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	x	<input type="checkbox"/>	<input type="checkbox"/>

	Combat desertification	x	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	x	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	x	<input type="checkbox"/>	<input type="checkbox"/>

SUMMARY

The overall objective of the Technical Cooperation Facility and Support Services to National Authorising Officer (NAO) programme is to ensure the efficient and effective utilisation of EU development assistance in support of the implementation of Grenada's development strategies and policies. The current and future portfolio of the NAO features a number of EU-funded programmes that are key to the country's development, namely the anticipated A-envelope project to aid in implementation of the Growth and Poverty Reduction Strategy.

This Action will support the operations of, and improve the institutional capacity within, the Office of the NAO for the efficient planning, implementation and monitoring of development projects and programmes financed by the EU (i.e. European Development Fund (EDF)). It will also improve awareness among key actors in the country of general development and of EU policies in these areas. An indicative amount of maximum EUR 300,000 is foreseen for support to the National Authorising Officer.

Another important component is the Technical Cooperation Facility (TCF) for the provision of technical assistance to the focal sector and other areas of common interest. The TCF will be used to provide short- and long-term technical assistance, policy advice and studies as needed in the programming, preparation or implementation of actions, as well as for audits and evaluation if not covered under the respective FAs. It will also be used to support the country's public financial management (PFM) reform agenda. An indicative amount of maximum EUR 660,000 is foreseen for the TCF.

1 CONTEXT

1.1 Country context

Over the years, the economic and social challenges of Grenada have eroded the fabric upon which growth and poverty reduction was built upon. Grenada was faced with the devastating impact of Hurricane Ivan in 2004 and Emily in 2005, the impact of the Great Recession of 2009-2012 and continuous fiscal shocks resulting from the global financial crisis.

In an effort to tackle the challenges faced by Grenada, the Government embarked on a Home Grown Programme which is supported by a three-year USD 21.7 million programme with the International Monetary Fund (IMF) under its Extended Credit Facility (ECF) approved in June 2014. The ECF-supported programme already catalysed significant International Financial Institutions (IFI) and donor assistance, and is helping to meet balance of payment needs and provide space for the country to undertake the needed fiscal and structural adjustment. The objective of the programme is to restore fiscal sustainability, strengthen competitiveness and growth prospects, and to secure financial stability. In addition to the fiscal adjustment measures, it includes a comprehensive debt restructuring programme needed to secure fiscal sustainability. According to the IMF and the World Bank, progress made thus

far to stabilize the Grenadian economy has laid the foundation to put the economy on a path towards sustainable development.

Preliminary data indicates that the Grenadian economy, as measured by the change in real gross domestic product (GDP) has expanded by 2.0 - 2.6 percent in 2014, following a revised estimated growth of 3.1% in 2013. However, while the ongoing economic recovery is encouraging, Government is cognizant that the challenges confronting economic recovery remain significant. The most pressing challenge is unemployment, which remains elevated at 29.5% and is particularly high among the youth at 45.4%.

The long outstanding cooperation between the European Union (EU) and Grenada is recognized as being vital to the growth and development of Grenada with the areas of focus underpinned in the Cotonou Agreement, the CARIFORUM-EU Economic Partnership Agreement (EPA) and the bi-lateral political dialogue and the recently Joint Caribbean–EU Partnership Strategy. Common pillars underlying cooperation between the EU and its Organisation of Eastern Caribbean States (OECS) partners, including Grenada are democracy, the rule of law and the respect for human rights, while the common strategic vision is poverty reduction through sustainable development and a gradual integration of the African, Caribbean and Pacific Group of States (ACP) states into the World economy. It is in this context Grenada benefitted and continues to benefit from the EU development partnership agreement.

1.1.1 Public Policy Assessment and EU Policy Framework

The Government of Grenada's economic programme, underpinned by its *Growth and Poverty Reduction Strategy (GPRS, 2014-2018)*, is to create conditions for higher economic growth that is sustainable, job-creating and inclusive. The current policy is deemed as one credible to international and national stakeholders, with widespread local ownership, as it was developed following the dissatisfaction of the previous GPRS by Government and stakeholders. The policy is perceived to provide a framework for continued progress in achieving Millennium Development Goal Number One on poverty reduction/alleviation. In the context of the GPRS, existing institutional capacities are to be strengthened to support the implementation of what is described as the "New Economy," which will be driven primarily by endogenous knowledge, technology, innovation and entrepreneurship. The implementation of the GPRS recognizes the importance of capacity building of government officials, a cross-cutting theme, in contributing to the country's economic growth and poverty reduction. Furthermore, the policy speaks to growth that is diverse, inclusive and sustainable which is consistent with the priorities of the EU "Agenda for Change".

The policy was informed by a risk and vulnerability assessment which indicated that Grenada faces several risks and vulnerabilities regarding economic and environmental pressures, as well as a social context where the poor are most vulnerable.

The strategy also identified the need for meaningful collaboration with the Non-State Actors Panel and civil society, in addressing the deficiencies of Government in poverty reduction. This is consistent with the EU Policy which seeks to encourage Government, NSAs and the EU to discuss, negotiate and make decisions on initiatives for national development. These are all supported by the EU with technical assistance as part of the Development Cooperation.

Grenada's *Gender Equality Policy and Action Plan – (GEPAP, 2014-2024)* aim to promote gender equality, equity, social justice and sustainable development in Grenada, which is founded in Article 1 of the Constitution (1974). The policy will provide the impetus for Government and citizens to strive for the achievement of full equality between men/boys and women/girls, and their equitable participation in political, economic, social, cultural and family life in Grenada.

While it is difficult to align globally defined goals and targets with national priorities, the above policy initiatives suggest that there is some Policy Coherence for Development in the context of Grenada-EU development cooperation. Through impact assessment tools and consultations with the partner country during policy formulation, the action will contribute to promote and strengthen Policy Coherence for Development in the context of the Global Partnership for Development under the Millennium Development Goals (MDG) 8 and in support of the partner country's own policies in compliance with international obligations. Continued support of the EU to the Government will help to strengthen dialogue and activities to increase coherence and its monitoring.

This European Development Fund (EDF) contribution is in line with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, the EU Code of Conduct, the Busan Partnership for Effective Development Cooperation and, the most recent framework for action and follow-up measures stemming from the Rio+20.

1.1.2 Stakeholder analysis

The direct beneficiaries of this Programme will be the NAO's Office and the Ministry of Finance, Planning, Economic Development, Trade, Energy and Cooperatives. It would also assist Government, through the NAO's management of the separate 11th EDF NSA programme, in its efforts to consult with NSAs, and provide a forum where discussion and consensus can be held on issues of national priority.

Prime beneficiaries of this programme will be the public and private sector agencies actively involved in the execution of EU-funded programmes through programming, identification, formulation and implementation. This will include the Ministries of Finance, Planning, Economic Development, Trade, Energy and Cooperatives, Education, Health, Agriculture, and Social Development and Housing. In order to reinforce some of the progress made from investments under the 10th EDF, these previously targeted sectors also stand to benefit.

1.1.3 Priority areas for support/problem analysis

The EU support aims at supporting the efforts of the Government of Grenada to recover from the effects of recent global economic and financial crises, restore macro-economic stability, and achieve the Sustainable Development Goals (SDGs). The Government seeks to align the economic policy formulation, coordination and decision-making processes with the strategic and operational requirements of the medium term macroeconomic strategy, the recently enacted Public Financial Management Legislations, the preliminary draft report of the public expenditure and financial accountability (PEFA) Review and the anticipated needs of the National Sustainable Development Plan 2030 which is currently being prepared.

The 11th EDF intervention will help Grenada in implementing its national primary health care strategy, in order to prevent premature mortality from non-communicable diseases. There are continuous needs for complementary technical assistance aiming at evaluation of sector policy implementation, support for policy development of new programme formulation, specific capacity building related to new political orientations and complementary activities in the focal sector.

Technical Cooperation Facility: The TCF will facilitate short- and long-term TA and studies, on an *ad hoc* basis, and will be a flexible instrument that will strengthen capacities in the relevant government ministries, while also responding quickly to technical needs as they arise during programme/project implementation. It is expected that the TCF will be used to address capacity issues in economic, social and environmental dimensions of national development, including those that relate to technical expertise to support the implementation of Budget Support in the health sector. TCF funds will also be used for studies and reform activities in procurement, good governance, Grenada's Home Grown Programme with the IMF, other PFM areas and sustainable management. Furthermore, the TCF will seek to strengthen the country's capacity in the implementation and monitoring of trade measures, including awareness-raising activities aimed at key actors about EU trade policies in general, and EPA implementation in particular.

Support to NAO: This programme aims to provide support for the institutional functioning and capacity strengthening of the Office of the NAO to execute the main stages of the project cycle and ensure the effective implementation of the National Indicative Programme (NIP) and other EC programmes in favour of the country's development strategy. The NAO will be supported to develop the required capacity to adequately and timely fulfil all conventional EU administrative tasks and procedures established for identification, preparation and assistance with tender procedures, as well to draft, implement, and monitor, EU development cooperation programmes. The programme will also provide for general short-term training activities/educational actions/seminar participation for staff of the NAO Office on topics related to the priorities of the (African, Caribbean and Pacific – European Union) ACP-EU partnership agreement, and (European Union) EU administrative/financial procedures as foreseen in the Financing Agreement. These services will be provided by consultants and/or individual experts recruited by the NAO in accordance with EDF procedures, with the exception of audits and evaluations which the European Commission (EC) will implement and recruit experts.

The coordination of the activities around preparation of the 11th EDF is the key responsibility of the NAO's Office, and the office of the NAO will provide enabling support for implementation of the focal sector programme on Primary Health Care, as well as reporting to the EU Delegation on achievement of the general and specific Budget Support indicators.

It should be noted that the staff of the Office of the NAO will be fully remunerated directly by the Government of Grenada and supported in delivery of their tasks by colleagues within other technical ministries and outsourcing experts, as necessary. Therefore no salaries or top ups are foreseen under the current proposal.

This Action will also facilitate continued communication and visibility (implemented by the NAO) of EU funded programmes in Grenada, as well as local stakeholders and donor coordination activities.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Inadequate financial support to cover full cost of the intervention in order to realise full benefits. Sources of additional funding to support the results of the programme may not be forthcoming. [NAO]	L	Implement methods to improve efficiency and reduce cost of Office operations.
Inability to retain staff already trained and experienced in EU procedures, due to job uncertainty linked to the cyclical nature of funding of the NAO Office. [NAO]	H	Government, in association with the EC, to devise a strategy to ensure consistent funding the operations of the NAO Office.
Inadequate financial support to cover full cost of the intervention, given the limited capacity within key technical agencies and the scale of work to be done in the PHC reforms. [TCF]	M	Complementary support to support achievement of budget support indicators and reporting on policy progress. Government to coordinate and direct TA from other donors accordingly.
Government is unable to deliver policy changes, across a wide range of sectors, simultaneously. [TCF & NAO]	M	Close monitoring of policy implementation and continued dialogue with the authorities.
Assumptions		
Government will maintain its provision of rent-free premises, and payment of water, electricity, VAT and other taxes, for the Office of the NAO. In addition, Government will pay the cost of staffing the office of the NAO. [NAO]		
The Office of the NAO is able to attract and/or retain suitably qualified, dedicated and motivated staff; and acquire the appropriate information, materials and equipment. [NAO]		
All contracts financed from the TCF show a clear capacity building emphasis – either through short term training or exchange visits. [TCF]		
The Government will maintain most of its efforts at capacity building in relevant ministries. [TCF & NAO]		
Departments collaborate to achieve results. [TCF & NAO]		
Communication amongst all stakeholders is timely and effective. [TCF & NAO]		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING

3.1 Lessons learnt

The Office of the NAO has successfully played a very important role as interlocutor between the Government of Grenada and the European Union, particularly the EU Delegation to the Eastern Caribbean countries, OECS and CARICOM/CARIFORUM. Lessons from past EU funded programmes indicate the need to continue to foster coordination, information sharing and participation among different stakeholders. In accordance with the European Consensus for Development and the objectives of the Paris Declaration on Aid Effectiveness and the Backbone Strategy on Technical Cooperation and Project Implementing Units, it is a priority to reinforce and coordinate technical cooperation activities with donors and stakeholders.

The principle lesson learnt regarding the TCF is that it needs to be a flexible instrument. Support for the NAO, capacity building and training, is important, but so is the ability to support, expand, fine tune and add value to the main policy instruments relevant to the EU programme in the country. As project implementation unfolds, oftentimes complementary needs arise for specific evaluation, studies, events, trainings and other capacity-building activities. If this flexibility can even go outside, but always relevant to, the main lines of intervention, it becomes even more useful. By providing opportunities for capacity building and specialised assistance to targeted agencies, the TCF also contributes to sustainability.

Implementation of other projects has also demonstrated the need for closer alignment of all projects with government development policies. This suggests the need for an approach which engenders coherence between donor interventions guided by objectives which are driven by reform priorities identified at the sector level.

3.2 Complementarity, synergy and donor coordination

As mentioned above, the future portfolio of the Government of Grenada with funding from the European Union (EU), include the following key development programmes:

- 11th EDF Budget Support to the Grenada Primary Health Care System (Supporting the development of a National Primary Health Care program in Grenada with emphasis on preventative population health utilizing a multifaceted approach, especially for chronic non-communicable diseases);

Other donors are currently providing technical support to the Government of Grenada in the following relevant areas:

- Provision of a Macro-economic Advisor by DFID to support the Home-grown Programme, specifically to assist in the Public Sector Investment Programme and capacity building in macro-economic management;
- Provision of a Micro-economic Advisor by the Commonwealth to assist with the development of a National Development Strategy and Doing Business Reforms;
- With respect to Grenada's debt, technical assistance has been granted by the World Bank to support the preparation of the Debt Management Strategy. It is expected that additional support will be granted to assist with the Development Policy Credit (DPC), with the aim of developing a Debt Procedural Manual; and

- The IMF has also provided technical assistance in the preparation of the Debt Management Act, which was passed in 2015.

The Office of the NAO will also be involved in the project cycle management of the 11th EDF Caribbean Regional Indicative Programme, which will focus on Regional Economic Cooperation and Integration; Climate Change, Environment, Disaster Management and Sustainable Energy; and Crime and Security.

By enhancing the capacity of the NAO and providing technical support as needed (through the TCF), this Action will support the implementation of these programmes. This Action therefore also complements the activities of other donors/agencies that are aiding in the rebuilding efforts and assisting in the development of the health sector.

3.3 Cross-cutting issues

Cross cutting issues were identified as poverty reduction, climate change, good governance, gender, environment, and health.

All proposed intervention areas will provide support to the attainment of the goals and objectives of the Growth and Poverty Development Strategy (GPRS), and will be implemented in response to continued challenges and direct effects on Small Island Developing States (SIDS) like Grenada, which are aggravated by the impact of climate change. The activities contribute to sustainable development, by making meaningful contributions to capacity building at various levels in the private and public sector, which assists the government in meeting its social development and poverty reduction goals.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

This programme is relevant to the Agenda 2030. It will facilitate implementation of EU programmes in Grenada in support of the country's efforts at strengthening its Primary Health Care System following approval of the National Primary Health Care Policy in 2015, and at enhancing the country's PFM and implementation of the GPRS. It therefore contributes primarily to the progressive achievement of SDG goals #3 – Ensure healthy lives and promote well-being for all at all ages, and #8 – Decent Work and Economic Growth. This does not imply a commitment by the country benefiting from this programme.

The overall objective of the programme is to ensure the efficient and effective utilisation of EU development assistance in support of the implementation of the Government's development strategies and policies.

The specific objectives of the intervention will be:

1. To improve the technical capacities of the relevant line ministries to design and implement development programmes and projects (TCF);
2. To maintain and enhance the NAO's capacity to formulate, implement and monitor EU programmes, fulfil EU administrative requirements, coordinate

donor activity, and facilitate dialogue between EU and relevant line ministries (Support to NAO).

4.2 Main activities

Objective 1: Technical Cooperation Facility

Result 1 – *Enhanced policy dialogue in the focal sector of the 11th EDF Bilateral programme through the Technical Cooperation Facility (TCF)*

This will be achieved through the provision of policy advice and expertise of technical consultants that will assess the existing capacities, policy framework and support with other donors

The main activities would include:

- Complementary technical assistance for the line ministries;
- Capacity development and expert advice: workshops, seminars, etc. on the main issues regarding development cooperation, EU policies and strategies, planning, monitoring and evaluation, effective management and implementation and effective partner coordination;
- Studies and workshops to support implementation of public reforms.

Objective 2: Support to NAO

Result 2 – *Support to NAO to effectively implement/manage actions under 11th EDF and prepare for programming of the 12th EDF*

This will be achieved through the provision of technical expertise to facilitate capacity building activities for stakeholders in areas identified, so as to enable them to more effectively manage ongoing programmes/projects and explore and develop new programmes areas for future EDF.

The main activities would include:

- Technical expertise to design and facilitate capacity development activities;
- Support for monitoring and evaluation of programmes and projects under the 11th EDF;
- Feasibility studies, studies, legal support;
- Support for identification of programmes and projects under the 12th EDF;
- Trainings in project cycle management and EU procedures;
- Audits and evaluations of projects that do not have funds earmarked for such activities.

Result 3 – *Strategic communication on EU development policy priorities*

This result will be achieved by improving the communication on the EU's policies programmes and contribution to the country's development. The Communication and Visibility Strategy will encompass all the relevant activities to ensure a stronger, more coherent promotion of the EU and its cooperation.

The main activities would include:

- Conduct communications audit and develop a comprehensive communication strategy and implementation plan;
- Visibility events around key issues of EU policies directed to major stakeholders;
- Targeted communication around key issues including media and opinion leaders.

4.3 Intervention logic

The support to NAO and TCF aim to provide a rapid response tool to mobilise resources, whether expertise, logistical support or other further NIP objectives:

- The development of proper communication and visibility tools
- Cross cutting themes such as gender, environment, climate change
- Institutional strengthening in sectors relevant to the main areas of intervention
- Involvement in the regional integration processes (CARIFORUM)
- Other relevant and complementary areas of development with the National Indicative Programme (NIP) 2014-2020, the CRIP 2014-2020, the Growth and Poverty Reduction Strategy, and the development of the National Development Strategy
- Capacity built in the NAO office and in other line ministries with a part to play in the NIP and the Caribbean
- Value added to EU policy instruments such as the NIP, the RIP and also the Grenada Growth and Poverty Reduction Strategy and development of the National Development Strategy.

An indicative logframe matrix is provided in Annex 1.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.1 will be carried out and the corresponding contracts and agreements implemented, is **forty-eight months (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 authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) No 322/2015.

5.3 Implementation modalities

5.3.1 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Audits and evaluations of projects that do not have funds earmarked for such activities	Services	1	Third trimester of 2020

5.3.2 Indirect management with the partner country as the Contracting Authority

This action will be implemented in indirect management with Grenada (in particular the organisation of the National Authorising Officer) in accordance with Article 58(1) (c) (i) of the Regulation (EU, EURATOM) No 966/2012 applicable by virtue of Article 17 of the Annex to Regulation (EU) No 567/2014 according to the following modalities:

The partner country will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex ante control for procurement contracts above EUR 100,000 (or lower, based on a risk assessment) and may apply ex post control for procurement contracts up to that threshold. The Commission will control ex ante the grant procedures for all grant contracts.

Payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the partner country for ordinary operating costs, direct labour and contracts below EUR 300,000 for procurement and up to EUR 100,000 for grants.

The financial contribution does not cover the ordinary operating costs incurred under the programme estimates.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012 applicable by virtue of Article 36 of the Regulation (EU) 323/2015 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the partner country shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of the Regulation (EU) No 323/2015, will be laid down in the financing agreement concluded with the partner country.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as

established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement.

5.5 Indicative budget

	EU contribution (EUR)	Indicative GoG contribution (EUR)
1. Result 1: <i>Technical Cooperation Facility</i> – Enhanced policy dialogue in the focal sectors of the 11th EDF Bilateral programme through the Technical Cooperation Facility (Indirect Management)	660 000	0
2. Result 2:	300 000	0
a) Support to NAO – to effectively implement/manage actions under 11th EDF (Indirect Management).	292 000	
b) Audits and evaluations of projects that do not have funds earmarked for such activities (Direct Management)	8 000	
3. Result 3: <i>Strategic communication on EU development policy priorities</i> (Indirect Management)	40 000	0
Totals	1 000 000	0

5.6 Organisational set-up and responsibilities

The Contracting Authority for the project shall be the beneficiary – the National Authorising Officer.

The overall responsibility for the implementation of the programme lies with the National Authorising Officer, who may request the Commission to implement technical assistance contracts on his/her behalf under Article 19(c) 4 of Annex IV to the Revised Cotonou Agreement (Decision No.3 of the ACP –EC Council of Ministers to adopt amendments to Annex IV to the revised Cotonou Agreement). Activities could be implemented through framework contracts for amounts under EUR 300 000, through service contracts or through Programme Estimates.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its

results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The report 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).

5.8 Evaluation

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

In case an evaluation is not foreseen, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

5.9 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.

5.10 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 and supported with the budget indicated in section 5.5 above.

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 Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

Communication and visibility activities will be implemented by the National Authorizing Officer during each year of the implementation period. The overall budget allocation is EUR 40,000.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (2016)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Overall objective of the programme is to ensure the efficient and effective utilisation of EU development assistance in support of the implementation of the Government's development strategies and policies.	<ul style="list-style-type: none"> Targets of the Growth and Poverty Reduction Strategy (GPRS) met; percent improved real economic growth rate. 	<ul style="list-style-type: none"> Economic growth rate – 4.6% 	<ul style="list-style-type: none"> Economic growth rate – 3% in 2016; 2.7% in 2017; 1.9% in 2018; 	<ul style="list-style-type: none"> IMF World Economic Outlook Database; Growth and Poverty Reduction Strategy (GSPS) 	<ul style="list-style-type: none"> Macro-economic stability; Growth & Poverty Reduction Strategy being implemented; Adverse weather events have a limited impact.
Specific objective(s): Outcome(s)	1. Enhanced policy dialogue in the focal sectors of the 11 th EDF Bilateral programme through the Technical Cooperation Facility (TCF)	<ul style="list-style-type: none"> Rate of implementation of EU-grant funded projects which are part of the Growth and Poverty Reduction Strategy, PFM Action Plan, DPA Strategic Plan 2014- 2016; 	<ul style="list-style-type: none"> % Implementation: <ul style="list-style-type: none"> GPRS – 1% at July 2016; PFM Action Plan – draft developed at July 2016; DPA Strategic Plan 2014- 2016 – 45% at July 2016 11th EDF NIP – 0% at July 2016 	<ul style="list-style-type: none"> % Implementation: <ul style="list-style-type: none"> GPRS – 4% at July 2017; PFM Action Plan – 10% July 2017; DPA Strategic Plan 2014- 2016 – 85% at July 2017 11th EDF NIP – 100% at July 2020 	<ul style="list-style-type: none"> Annual Report of Technical Assistance Programme reports by the NAO's Office and benefitting Line Ministries. 	<ul style="list-style-type: none"> There are no significant changes in the policies, programmes and organization of the GoG related to and impacting on the work of the NAO Office

	Results chain	Indicators	Baselines (2016)	Targets (incl. reference year)	Sources and means of verification	Assumptions
	2. Support to NAO to effectively implement/manage actions under 11 th EDF	<ul style="list-style-type: none"> The percentage commitment and disbursement of the EU flow, that is EDF 	<ul style="list-style-type: none"> 11th EDF PHC Programme (SRC) – 0% committed; 0% disbursed. TCF – 0% committed; 0% disbursed. 	<ul style="list-style-type: none"> 11th EDF PHC Programme (SRC) – 100% comm. by 2017; 100% disb. by 2020. TCF – 100% comm. by 2016; 100% disb. by 2020 	<ul style="list-style-type: none"> Information from CRIS/ABAC/AR ES; Annual Reports and project/programme implementation reports; Country Portfolio Review minutes. 	<ul style="list-style-type: none"> Economic and social partners will fulfil their obligations and responsibilities;
		<ul style="list-style-type: none"> Number of EU projects/programmes evaluated as successfully implemented 		<ul style="list-style-type: none"> All projects/programmes evaluated as successfully implemented 	<ul style="list-style-type: none"> Evaluation reports 	<ul style="list-style-type: none"> Officers will apply acquired skills and to design and implement development programmes and projects.
	3. Strategic communication on EU development policy priorities	<ul style="list-style-type: none"> Development of Communication and Visibility Strategy 	<ul style="list-style-type: none"> No formal Communication and Visibility Strategy 	<ul style="list-style-type: none"> Approved Communication and Visibility Strategy 	<ul style="list-style-type: none"> Approved Communication and Visibility Strategy 	<ul style="list-style-type: none"> Government committee to development and implementation of strategy
Outputs	1. Complementary technical assistance for the line ministries	<ul style="list-style-type: none"> Number of contracts for the provision of Technical Assistance to Ministry of Finance and Economic Affairs and other agencies. 	<ul style="list-style-type: none"> Number of contracts for technical assistance 	<ul style="list-style-type: none"> Number of Contracts for TA – 2 additional by December 2018 	<ul style="list-style-type: none"> Information in CRIS/ABAC/AR ES PSIP monthly reports by the NAO's Office and benefitting Line Ministries. 	<ul style="list-style-type: none"> GoG commits to counterpart support Other funding agencies will provide the GoG complementary funding, especially in key sectors

	Results chain	Indicators	Baselines (2016)	Targets (incl. reference year)	Sources and means of verification	Assumptions
	2. Capacity development and expert advice: workshops, seminars, etc. on the main issues regarding development cooperation, EU policies and strategies, planning, monitoring and evaluation, effective management and implementation and effective partner coordination	<ul style="list-style-type: none"> • Number of persons attending seminars • Number of persons receiving training 	<ul style="list-style-type: none"> • Number of persons attending seminars • Number of persons received training 	<ul style="list-style-type: none"> • Number of persons attending seminars – 2 additional by December 2018 • Number of persons receiving training – 4 additional by December 2018 	<ul style="list-style-type: none"> • Annual Reports and project/programme implementation reports 	<ul style="list-style-type: none"> • GoG commits to counterpart support • Other funding agencies will provide the GoG complementary funding, especially in key sectors
	3. Studies and workshops to support implementation of public reforms.	<ul style="list-style-type: none"> • Number of studies, reviews, audits and evaluations conducted 	<ul style="list-style-type: none"> • No studies, reviews, audits and evaluations conducted. 	<ul style="list-style-type: none"> • Studies – 2 • Reviews (Budget Support Reviews) – 2 by December 2018; • Audit and Evaluations – 2 by December 2019 	<ul style="list-style-type: none"> • Annual Reports and project/programme implementation reports • Information from CRIS/ ABAC/ ARES • Budget Support Review minutes • Evaluation and Audit Reports. 	
	4. Technical expertise to design and facilitate capacity development activities, including Trainings in project cycle management and EU procedures	<ul style="list-style-type: none"> • Number of NAO staff trained in budget support and project cycle management. • Number of staff from line ministries trained 		<ul style="list-style-type: none"> • Number of NAO staff trained – 2 by December 2018 • Number of staff of Line Ministries trained - 2 by December 2018 	<ul style="list-style-type: none"> • Annual Reports and project/programme implementation reports 	

	Results chain	Indicators	Baselines (2016)	Targets (incl. reference year)	Sources and means of verification	Assumptions
	5. Support for identification, monitoring and evaluation of programmes and projects under the 11 th EDF including feasibility studies, studies, legal support	<ul style="list-style-type: none"> • Number of financing agreements signed in 2016. • Number of contracts signed for EU-funded projects in 2016. 		<ul style="list-style-type: none"> • Number of financing agreements signed in 2016 – 2 • Number of contracts signed for the implementation of EU funded projects – 8 by December 2018 	<ul style="list-style-type: none"> • Information in CRIS/ABAC/AR ES • Annual Reports and project/programme implementation reports 	<ul style="list-style-type: none"> • The Office of the NAO is able to retain suitably qualified, dedicated and motivated staff; and acquire appropriate information, materials, and equipment • Government will maintain its provision of salaries, rent-free premises, and payment of water, electricity, VAT and other taxes, for the Office of the NAO.
	6. Audits and evaluations of projects that do not have funds earmarked for such activities	<ul style="list-style-type: none"> • Number of audits and evaluations conducted 	<ul style="list-style-type: none"> • Audits and evaluations currently linked to project decisions 	<ul style="list-style-type: none"> • At least two audits and evaluations of projects by December 2018 	<ul style="list-style-type: none"> • Annual Reports and project/programme implementation reports 	

	Results chain	Indicators	Baselines (2016)	Targets (incl. reference year)	Sources and means of verification	Assumptions
	7. Conduct communications audit and develop a comprehensive communication strategy and implementation plan; including visibility events around key issues of EU policies directed to major stakeholders; and targeted communication around key issues including media and opinion leaders.	<ul style="list-style-type: none"> Total number of visibility activities after signature of TCF/NAO FA. 		<ul style="list-style-type: none"> Number of visibility-related activities – 2 by December 2018 	<ul style="list-style-type: none"> Press Reports 	