

## ANNEX 11

of the Commission Implementing Decision on the Annual Action Programme 2014 of the DCI Pan-African Programme

### Action Document for "Support to Africa Transport Policy Programme (SSATP) - Development Plan 2014-2018 (SSATP-DP3)"

#### 1. IDENTIFICATION

|  |   |               |  |
|--|---|---------------|--|
| Title/Number                                       | Support to Africa Transport Policy Programme Development Plan 2014-2018 (SSATP-DP3)<br>CRIS number: DCI/PANAF/037-525   |               |  |
| Total cost   | Total estimated cost: EUR 11 600 000<br><br>Total amount of EU budget contribution : EUR 8 000 000<br><br>This action is co-financed under joint co-financing including by: <ul style="list-style-type: none"><li>- African Development Bank: USD 600 000</li><li>- SECO (Swiss State Secretariat for Economic Affairs): USD 4 000 000</li><li>- Agence Française de Développement (AFD) between EUR 500 000 and EUR1 000 000</li></ul><br>Other foreseen donors' contributions: <ul style="list-style-type: none"><li>- World Bank : in kind contribution and other trust funds</li><li>- UNECA : in kind contribution</li></ul> |               |  |
| Aid method / Management mode and type of financing | Project Approach<br><br>Indirect management with an international organisation (Trust Fund managed by the World Bank)   |               |  |
| DAC-code   | 21010   | <b>SECTOR</b> | Transport policy and administrative management |

#### 2. RATIONALE AND CONTEXT

##### 2.1. Summary of the action and its objectives

The Africa Transport Policy Programme (SSATP), established in 1987, is an international partnership that comprises 40 African countries, 8 Regional Economic Communities (RECs), continental institutions (African Union Commission (AUC)), public and private sector organisations, and international development agencies and organisations. The Programme supports African countries to strengthen their policies and strategies to promote sustainable transport for economic growth and poverty reduction. SSATP is recognised and respected as a key transport policy development forum and knowledge production platform in Africa, bringing together diverse stakeholders, while developing networks of specialists (researchers, operators and consultants) in most land transport related fields in Africa.

During its second phase (2009-2014) the programme focused on three strategic themes: 1) promoting comprehensive pro-poor and pro-growth transport sector strategies; 2) promoting sustainable institutional and financial arrangements for road infrastructure and rural and urban transport services; and 3) improving transit transport along selected international corridors. Transport sector development in Africa is now facing a number of challenges, some of which have emerged more recently, such as accelerating urbanisation and climate change.

Based on progress made in the past, but taking into account these new challenges, the third phase of the programme (DP3 2014-2018) is proposed to focus on areas where policy development and well-targeted capacity building interventions can make a real difference. The vision for this programme is '*efficient, safe, and sustainable transport for the people in Africa*'. Building on the strategic framework of the Programme for Infrastructure Development in Africa (PIDA) and with a view to respond to the evolving transport challenges, the SSATP programme's phase three (DP3) design follows three distinct thematic clusters and related objectives: (i) cluster A: *Integration, connectivity and cohesion*; (ii) cluster B: *Urban transport and mobility*; and (iii) cluster C: *Road safety*. It will be co-financed by various partners (including the European Commission) through a trust fund managed by the World Bank (joint management with international organisation).

## **2.2. Context**

### **2.2.1 Continental context**

#### *2.2.1.1. Economic and social situation and poverty analysis*

After two decades of growth (between 1980 and 2000 average annual growth of 2.3%) and a decade of unstable results (between 2000 and 2010, with lowest growth in 2009) due to the world financial crisis, Sub-Saharan Africa recorded in 2012 real Gross Domestic Product (GDP) growth of 6.34% compared to 8.66%<sup>1</sup> in 2011. Due to the political context, results have been slightly different for North African countries with stalling growth since 2011. Africa's road towards sustainable development remains long. Today, 48%<sup>2</sup> of all Africans are still living on less than one and half dollars a day, 70%<sup>3</sup> of persons who die of AIDS are Africans, one African out of five lives in a country affected by war or violent conflicts, and Road Safety is already number one killer in Africa for the youth and will become number one overall in 2030. In terms of per capita income, eighteen out of the twenty poorest countries in the world are African and the continent is the only part of the developing world where life expectancy has been falling over the last 30 years.

Although not the sole cause, the high transport costs and lack of access are major hindrances to development and poverty reduction. In Sub-Saharan Africa the need for transport infrastructure investment (as a proportion of income) is, and will remain, greater than in any other of the major developing regions, because of the wide spread of its population across a large land mass with very limited ocean-navigable rivers. Compared with some low-income Asian countries, the African countries appear in need to invest at least twice as much of their GDPs in infrastructure, in addition to meeting higher recurrent charges for operation and maintenance.

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<sup>1</sup> [World Economic Outlook Database, October 2013](#) – IMF.

<sup>2</sup> World Bank 2013.

<sup>3</sup> WHO 2013.

Africa has about 2 million kilometres of all classes of roads. Although the density is low, quality poor and cost very high, the road handles about 90% of the continents' interurban traffic. Some recently calculated indicators can help assess the situation of road transport:

- The missing links of the Trans-African Highway is 30% of total as compared to the requirement needed to complete connectivity<sup>4</sup>.
- Since at least five years, primary road networks in Sub-Saharan Africa are deteriorating faster and budgets available for maintenance are decreasing
- Transport prices for most African landlocked countries range from 15 to 20% of import costs — a figure three to four times more than in most developed countries<sup>5</sup>.

#### *2.2.1.2. Continental development policy*

It is broadly recognised that improving Africa's infrastructure, the related services and the regulatory framework will contribute to sustainable economic growth, promote competitive trade, create employment and decent work, foster regional integration and reduce poverty.

The proposed programme supports the main policy directions and commitments of high bodies at global, African and sub-regional levels, such as the AUC vision document 'Moving Africa Forward', the MDGs Africa Report 2012, the African 'Road Safety Policy Framework' approved by the second African Road Safety Conference in November 2011, and PIDA as overarching strategic framework, adopted by the African Ministers of Transport in November 2011. PIDA is the single most important programme for inter-regional and continental integration that will help to interconnect transport networks, especially those serving landlocked and island countries for the territorial, economic and social cohesion of Africa in support of its global competitiveness.

#### 2.2.2 Sector context: policies and challenges

While substantial progress has been made by the transport sector in Africa (transport strategies, policy development, regional integration, road safety, road maintenance, etc), its development is still facing a number of challenges, some of which have emerged more recently, such as accelerating urbanisation and climate change. Many of these challenges require comprehensive and sustained responses at the policy level.

In examining the challenges taking into account the point of view of the population in Africa, one can note: (i) unsafe roads with fatal accidents, a large majority of victims being pedestrians, in particular women and children from the poor,(ii) cities that are becoming more and more congested, making it more and more difficult for the poorest part of the population to access employment and other economic opportunities; (iii) trade that continues to be hindered by many obstacles, although trade together with agriculture is the main source of revenue for Africa's poor, in particular women. Low connectivity of rural areas makes it difficult for their population to export agricultural products and benefit from non-agricultural employment. This insufficient and inefficient connectivity between networks contributes to governments' inability to achieve food security. Regional trade is unable to play its role as the engine of growth because of barriers that prevent movement of goods and people.

One of the biggest social and environmental challenges to the global economy is climate change with its adverse consequences. Transport is responsible for 23% of global energy related greenhouse gas emissions, three quarters of which come from road vehicles. At the

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<sup>4</sup> AU-NEPAD PIDA 2011.

<sup>5</sup> Transport Prices and Costs in Africa – WB 2009.

same time, fast urbanisation and growing motorisation rates will increase Africa's contribution to greenhouse gas emissions.

In this context, SSATP has received, from its African stakeholders, the mandate to generate and disseminate knowledge, to advocate sound policies as well as to build capacity in the area of transport policy and management.

### 2.3. Lessons learnt

In July 2012, the mid-term review of DP2 concluded on the need to improve the execution of DP2 for the remaining period up to 2014. It also confirmed the relevance of SSATP as coordinating body to disseminate knowledge, build capacity and facilitate the process among African stakeholders to meet the challenges described above. This relevance was strongly confirmed by African stakeholders as well as development partners during the two annual meetings of the SSATP in 2012 and 2013. The key recommendations of the mid-term review are summarised below:

1. **Redefining the mission of SSATP:** Recommendations focused on (i) clarifying the policy model offered by the SSATP to countries; (ii) increasing ownership of the programme by stakeholders by improving the development plan response vis-à-vis user needs and better coordinated with other initiative such as the Programme for Infrastructure Development in Africa (PIDA), the EU-Africa Partnership or the Infrastructure Consortium for Africa; and (iii) introducing flexibility into the development plan to better reflect emerging issues and new challenges.
2. **Establishing enhanced internal governance that allows the achievement of this mission:** two main aspects of governance were recommended to be strengthened: (i) clarification of the roles and responsibilities of the various bodies governing the SSATP, and (ii) clarification of prioritisation mechanisms for strategic allocation of resources. One additional recommendation was about increasing the participation of stakeholders in the Board of the SSATP, which would in turn improve ownership.
3. **Solving the operational issues encountered during the development plans:** Consultants recommended to (i) improve adequacy of resources, capacity and scope of work, (ii) focus more on results and less on outputs, and (iii) increase SSATP advocacy and outreach role in order to increase the use of its policy deliveries by stakeholders. It was mentioned that decentralisation of the SSATP team to Africa would facilitate contacts between the team and the stakeholders of the programme for better ownership.

The weaknesses identified started to already be addressed in the remaining second term of DP2 following the mid-term review. The confirmed relevance of the programme supports the proposal to develop a third development plan as a major tool to address transport challenges in Africa and sustain investment. Consequently, this third DP3 programme phase was prepared on the basis of the lessons learned from DP2 and the results from the stakeholder consultations on the DP3 validation exercise for engagement in the aforementioned three thematic clusters.

It should also be noted that, on basis of the mid-term review recommendations, SSATP reached out to cover North Africa. Since this decision was taken, Morocco and Tunis joined the programme, making SSATP the first Transport Programme in Africa that provides a platform for decision makers from all over Africa to exchange knowledge and benefit from each other's experience.

## 2.4. Complementary actions

In Africa, transport has been for decades one of the focal sectors of cooperation on national and regional level through EDF NIPs/RIPs in response to respective country and/or regional support strategies.

Taking into account the new EU Development Policy<sup>6</sup> and the recommendations of the Court of Auditors (CoA) 2012 report on roads, the European Commission will gradually disengage from bilateral support to the transport sector under the 11th EDF. The strategic response to the transport sector's needs will rather be given under the upcoming 11th EDF regional programmes for Western, Central and Eastern/Southern Africa for the period 2014-2020 by focusing on:

- Infrastructure financing - strategic corridor development through infrastructure investments by means of innovative loan/grant blending under the overall guiding framework and priorities of the PIDA;
- Supporting Governance – Transport Facilitation measures by addressing governance issues through traditional grant project funding.

The proposed third Development Plan of the SSATP will be part of this strategy response by providing a support to Governance at continental level. SSATP is a programme that has the capacity to reach out to many stakeholders, practitioners and decision makers at the policy level and can disseminate knowledge among the different development partners, among its member countries, and among civil society and local communities in beneficiary countries, and play a role in transforming knowledge into good governance practice.

## 2.5. Donor coordination

The project follows many of the principles of the Paris and Busan Declarations:

- Ownership by stakeholders has been strengthened by the participatory approach throughout the identification process,
- Donors, as members of SSATP, are fully aligned for achieving the development of sound transport policies and strategies,
- Donors harmonise their financial support through a multi-donor Trust Fund administered by the World Bank (as opposed to separate Trust Funds created in the past by Norway and France). This simplifies procurement of services by only using World Bank procurement rules.

## 3. DETAILED DESCRIPTION

### 3.1. Objectives

The **general objective** of SSATP's Development Plan 2014-2018 (SSATP-DP3) is to contribute to regional/continental integration, poverty reduction and economic growth by improving the level of continental, regional and national transport policies and strategies.

To reach this goal, the **specific objective** of DP3 is to support countries, RECs and other transport stakeholders to provide efficient, safe and sustainable transport networks and services for the people in Africa.

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<sup>6</sup> Increasing the impact of EU Development Policy: an Agenda for Change – 2011.

### 3.2. Expected results and main activities

Based on above challenges and findings, the SSATP-DP3 is structured around three thematic clusters:

**Cluster 1:** Regional integration, connectivity and cohesion

**Cluster 2:** Urban mobility and accessibility

**Cluster 3:** Road safety

Each theme is built around objectives and activities covering all major African transport policy areas giving due attention to the programme's sustainability aspects. Cross-cutting issues such as pro-poor and pro-growth; climate change; gender and social equity; transport sustainability and financing; institutional and regulatory frameworks and governance are proposed to be addressed under each of the above three clusters, as necessary and appropriate. Similarly, the programme will work with and provide specific support to two institutional platforms in Africa: the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency (NPCA), which is a technical body of the AU, and the Environmentally Sustainable Transport Forum (ESTF). The AU has a strong leadership in the regional integration agenda in Africa through the PIDA and the free trade agenda. On its side, ESTF is expected to focus initially on the road safety and urban mobility areas, the latter in relation with climate change. Then, new agenda such as green logistics are expected to emerge like in other continents and the ESTF will provide the platform with support from the SSATP to address these emerging issues.

The programme also includes more general activities, the implementation of which is considered essential for its successful development. These include activities related to the programme sustainability and to capacity development and are to be implemented in a systematic manner to complement the programme activities. The programme is designed to remain flexible to encompass emerging issues and better reflect stakeholders' needs in its three clusters.

The main activities (intermediate outcomes) foreseen per cluster are summarised as follow:

#### **Cluster 1 – Regional integration, connectivity and cohesion:**

- *Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels* : (i) build consensus on the strategic orientations for integrated corridor development and (ii) build consensus on strategic orientations for performance based corridor development plans;
- *Develop capacity among institutions for inclusive policy dialogue on regional integration* : (i) promote capacity building to ensure that institutions are sustainable, inclusive and have adequate monitoring and diagnosis tools and (ii) set up a continental framework for cooperation through Regional Economic Communities – Transport Consultative Committees (REC TCC);
- *Promote efficient logistics services*: (i) set up regulatory framework per type of logistic service (trucking services, terminal operators' rural logistics railways, inland waterways, control agencies and single windows).

## **Cluster 2 – Urban mobility and mobility:**

- *Foster knowledge, awareness, development, adoption, and implementation of a comprehensive sustainable policies for urban mobility:* (i) enhance knowledge and awareness about sustainable urban transport policies and measures in Africa, (ii) strengthen countries' and cities' ability to take appropriate action toward more integrated urban transport policies and measures, and (iii) promote better knowledge sharing amongst countries;
- *Ensure that cities and metropolitan areas have the understanding, mandate and capabilities to develop, adopt, and implement effective and appropriate urban transport policies:* (i) promote an enhancement of cities capacities to take concrete steps to set up appropriate and functional institutional frameworks for urban transport, (ii) promote the improvement of quality and rate of transformation of transport service delivery mechanisms, (iii) improve quality of project identification and preparations to facilitate access to finance for well-prepared projects, (iv) enhance capacity of national governments to develop and implement an array of policies to assist local/metropolitan governments to pursue effective urban transport goals, and (v) enhance capacity of practitioner and city/metropolitan government officials to address and overcome impediments to effective coordination of transport and land-use;

## **Cluster 3 – Road safety:**

- *Enable AUC & UNECA to inspire countries to achieve UN decade of Action and Africa Plan for Action 2011-2020 Road Safety goals:* (i) promote strengthening of knowledge and understanding of status and prospects of attaining road safety goals in Africa;
- *Promote effective policy and strategy formulation and implementation at country level:* (i) promote better alignment of country road safety policies and strategies to the UN Decade and Africa Action Plans and goals, and (ii) promote the implementation of effective high impact road safety interventions;
- *Stimulate good practice in Road Safety Management (pillar one of UN decade of Action) by promoting systematic implementation of the Africa Plan of Action:* (i) promote the creation of road safety lead agencies in countries where they do not exist, (ii) promote the raising of the profile of lead agencies in countries where they exist, (iii) promote a better financing of lead agencies, and (iv) lobby for REC's decisions to create regional organisations to coordinate national agencies;
- *Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments:* (i) help key partners supporting transport sector in Africa to issue guidelines on how to improve effectiveness of their support towards road safety, (ii) help Associations of Road Maintenance Funds of Africa (ARM-FA) to issue guidelines to member countries on how to improve effectiveness of Road Funds' support towards road safety, and (iii) help municipalities to issue guidelines on how to improve effectiveness of their support towards road safety.

### **3.3. Risks and assumptions**

The extent to which donors provide further funds will influence the extent to which further DP3 results could be included to attain objectives. The current level of confirmed commitments and forecasts, including EU support, demonstrates that adequate financing will be available for the full duration of the DP. If, at the end of the initial period, further financial means would be confirmed, SSATP and the Programme Board will take, as mitigation, the necessary measures (including reshuffling of activities but still targeting the main objectives of the programme) to extend results.

Achieving DP3's objectives depends largely on the extent to which countries, RECs, continental institutions and development partners continue, as in the past, to adopt SSATP principles and implement its good practices. Implementation of an improved communication strategy since 2012, in which European Commission is closely associated, has showed meanwhile new impetus.

SSATP impact hinges on effective coordination between government and development partners at continental, regional and country level, for which a strong network of SSATP country coordinators is essential. Strengthening the SSATP Country Coordinator's role, adequate selection of individuals for the position, together with the proposal to include Country Coordinators in the national Transport Sector Groups may increase SSATP's effectiveness.

DP3 assumes that effective links to other international partnerships and initiatives are sufficiently well developed to support DP3's work on tackling cross cutting issues. This will facilitate forging links with the Environmentally Sustainable Transport Forum (ESTF) but also with initiatives such as the Global Road Safety Partnership (and its Facility managed by the World Bank) and with the World Health Organisation, which is supporting measures to reduce fatalities and injuries arising from road accidents.

#### **3.4. Cross-cutting issues**

In stimulating economic growth and fighting poverty, SSATP applies a rights-based approach and recognises transport's contribution to Gender Equality, Employment Generation, Road Safety, combating HIV/AIDS, reducing Environmental Impact and mitigating greenhouse-gas emissions. These issues are given special attention as follows:

- SSATP supports partners to improve road safety by raising awareness of road safety trends, amendments to legislation, and impacts on government budgets.
- SSATP supports a women advocacy group to mainstream women's needs for transport in poverty-responsive transport policies and strategies, affordable transport services and rural transport.
- SSATP promotes road construction and maintenance methods that are labour-based and employment intensive, especially in strategies to improve rural transport infrastructure.
- Given transport and mobility is a vector for spreading HIV/AIDS, SSATP targets this pandemic along the transport corridors.
- (Strategic) Environmental Impact Assessments, where applicable in World Bank procedures.

#### **3.5. Stakeholders**

The key **stakeholders** are the 40 African countries, 8 Regional Economic Communities, 2 African institutions, public and private sector organisations, and international development agencies and organisations, in particular:

- *At a country level:* Policy and Planning Divisions of Ministries of Transport/Infrastructure/Public Works and Ministry of Finance, Boards and General Managers of Road Agencies and Road Funds, Road Safety Councils, Road Transport Hauliers, Freight Forwarders, civil society, etc.
- *At a regional level:* RECs, Ministries of Transport, Boards and General Managers of Port Authorities and Corridor Management Groups (public and private), Road Transport Hauliers, Freight Forwarders, etc.
- *At a continental level:* AUC, the Africa Sustainable Transport Forum (ASTF), NEPAD Secretariat involved in development and implementation of the

Infrastructure Action Plan as well as the respective policy departments of AfDB and UNECA.

- *Development Partners*: Departments within donor agencies and international financing institutions preparing country strategies, programme and project implementation.

These stakeholders have demonstrated their capacity to work within the SSATP operational framework under DP1 (2004-2007) and DP2 (2009-2014).

#### **4. IMPLEMENTATION ISSUES**

##### **4.1. Financing agreement**

In order to implement this action, it is not foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of the Financial Regulation.

##### **4.2. Indicative operational implementation period**

The indicative operational implementation period of this action, during which the activities described in sections 3.2. and 4.3. will be carried out, is 84 months from the date of entry into force of the financing agreement or, where none is concluded, from the adoption of this Action Document, subject to modifications to be agreed by the responsible authorising officer in the relevant agreements. The relevant Committee shall be informed of the extension of the operational implementation period within one month of that extension being granted.

##### **4.3. Implementation components and modules**

###### ***Indirect management with an international organisation***

This action with the objective of supporting countries, RECs and other transport stakeholders to provide efficient, safe and sustainable transport networks and services for the people in Africa, may be implemented in indirect management with the World Bank in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012. This implementation is justified because the present decision constitutes the continuation of more than 20 years of programme successfully executed following the same organisation.

The entrusted entity would manage and be responsible for the execution of the programme and in particular, for the budget made available by the European Commission (EUR 8 000 000), with the exception of the budget for independent evaluation/audit (see art.4.7) which will be implemented through direct management (two service contracts for mid-term and final evaluation).

The Programme will be managed by a Programme Manager initially based in Washington, with regional coordinators in Addis Ababa, Yaoundé and Nairobi. The Programme Manager reports to the Executive Board, the custodian of SSATP. The Board liaises with African countries and donors, ensures coherence between SSATP and transport developments, oversees programme execution ensuring quality outputs, reviews plans, reports and Annual Report, consults with the Advisory Group and mobilises financial resources. The Board reports to, and recommends for the adoption the strategic direction of SSATP by the Annual General Meeting (AGM), which consists of representatives of countries, RECs, African institutions and regional transport associations. The Board is appointed by the Constituent Assembly composed of contributing donors.

The entrusted entity is currently undergoing the ex-ante assessment in accordance with Article 61(1) of Regulation (EU, Euratom) No 966/2012. The responsible authorising officer of the European Commission deems that, based on the compliance with the ex-ante assessment based on Regulation (EU, Euratom) No 1605/2002 and long-lasting problem-free cooperation, the entity can be entrusted with budget-implementation tasks under indirect management.

The European Commission authorises that the costs incurred by the international organisation may be recognised as eligible as of 01/07/2014 to cover the first part of the Development Plan 2014-2018 (SSATP-DP3) starting at this date.

#### 4.4. Scope of geographical eligibility for procurement and grants

Subject to the following, the geographical eligibility in terms of place of establishment for participating in procurement procedures and in terms of origin of supplies and materials purchased as established in the basic act shall apply.

The responsible authorising officer may extend the geographical eligibility in accordance with Article 9(3) of Regulation (EU) N° 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, for reasons of extreme urgency, or if the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

#### 4.5. Indicative budget

The total project (four-year DP3) cost is estimated at EUR 11 600 000 of which EUR 8 000 000 is envisaged under this Action to be financed from the PanAfrican Programme (PanAf) envelope in the framework of the Development Cooperation Instrument (DCI) of the European Union.

Other contributions currently identified are:

- African Development Bank: USD 600 000
- SECO (Swiss State Secretariat for Economic Affairs): USD 4 000 000
- Agence Française de Développement (AFD) : between EUR 500 000 and EUR 1 000 000

Other donor contributions foreseen at a later stage (2016) of DP3 (in complement of previous allocations and to be confirmed):

- World Bank : contribution in kind through staff time
- UNECA : contribution in kind through staff time

The table below breaks down the SSATP budget of this four-year programme:

| <b>Module</b>                                  | <b>Amount in EUR</b> | <b>Third party contribution</b><br><i>(indicative, where known)</i> |
|--|----------------------|---|
| 4.3.1. Indirect management with the World Bank | 8 000 000            | 3 600 000   |
| <b>Grand Total</b>                             | <b>8 000 000</b>     | <b>3 600 000</b>  |

#### 4.6. Performance monitoring

The following **indicators** are proposed in the Multi-Annual Indicative Programme of the Pan-African Programme:

- Number of transport sector policies promoted by the SSATP and adopted at a continental, regional or national level per year.
- Number of low-carbon transport strategies adopted at continental, regional or national level per year.
- Number of trade facilitation measures promoted by the SSATP, adopted and implemented along main regional transit corridors per year.

Day-to-day technical and financial monitoring will be a continuous process as part of the Beneficiary responsibilities. To this aim, the Beneficiary shall establish a permanent internal, technical and financial, monitoring system to the project, which will be used to elaborate the progress reports.

Independent consultants recruited directly by the European Commission on specifically established terms of reference will carry out external monitoring ROM system, which in principle will start from the sixth month of project activities, and will be finalised at the latest 6 months before the end of the operational implementation phase. These Consultancy contracts (service contract) will be financed via other funding sources.

#### **4.7. Evaluation and audit**

- a) An independent (consultants recruited directly by the European Commission on specifically established terms of reference) mid-term evaluation is foreseen which, inter alia, will assess the progress related to objectives, the effectiveness of SSATP's linkages with countries, RECs and African institutions, and will consider options for the future of SSATP including the institutional arrangements for hosting the Programme. A further independent (consultants recruited directly by the European Commission on specifically established terms of reference) evaluation will be undertaken on completion of DP3.
- b) The Beneficiary and the European Commission shall analyse the conclusions and recommendations of the mid-term evaluation and jointly decide on the follow-up action to be taken and any adjustments necessary, including, if indicated, the reorientation of the project. The reports of the other evaluation and monitoring missions will be given to the Beneficiary, in order to take into account any recommendations that may result from such missions.
- c) The European Commission shall inform the Beneficiary at least 30 days in advance of the dates foreseen for the external missions. The Beneficiary shall collaborate efficiently and effectively with the monitoring and/or evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

#### **4.8. 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 before the start of implementation and supported with the budget indicated in section 4.5 above.

The measures shall be implemented either (a) by the European Commission, and/or (b) by the partner countries, contractors, grant beneficiaries and entrusted entities. Appropriate contractual obligations shall be included in, respectively, financing agreements, 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.

All contracts or grant agreements in relation to activities of the programme, all publications, training programmes, seminars or symposia financed through the programme, and all press releases or other information materials issued by the World Bank with respect to programme shall clearly indicate that the activities in question have received funding from the European Commission.