



This action is funded by the European Union

ANNEX 3

of the Commission Implementing Decision on the Annual Action Programme 2015 part II in favour of the Republic of Lebanon

Action Document for "Civil Society Partnership to Promote Reform and Local Development in Lebanon"

INFORMATION FOR POTENTIAL GRANT APPLICANTS

WORK PROGRAMME FOR GRANTS

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012) in the following sections concerning calls for proposals: section 5.3.1 call for proposals.

1. Title/basic act/ CRIS number	<i>Civil Society Support to Reform and Local Development in Lebanon</i> CRIS number: ENI/2015/ 038-357 financed under European Neighbourhood Instrument
2. Zone benefiting from the action/location	Southern Neighbourhood, Lebanon The action shall be carried out at the following location: North Lebanon, Bekaa, Beirut, Metn, South Lebanon (5 districts)
3. Programming document	Single Support Framework for EU Support to Lebanon (2014-2016)
4. Sector of concentration/ thematic area	Support to Civil Society
5. Amounts concerned	Total estimated cost: EUR 5,560,000 Total amount of EU Budget contribution EUR 5,000,000 Budget line: 21.030101 This action is co-financed by potential grant beneficiaries for an indicative amount of EUR 560,000
6. Aid modality and implementation modality(ies)	Project Modality Direct management – grants (call for proposals)

7. DAC code(s)	15150			
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"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagship	N/A			

SUMMARY

As outlined in the September 2012 Communication from the European Commission “*The Roots of democracy and sustainable development: Europe’s engagement with Civil Society in external relations*”¹, the EU Delegation and EU Member States have jointly drafted and adopted in October 2014 an *EU Country Roadmap for Engagement with Civil Society (2014-2017)* for a better engagement with civil society in Lebanon. The proposed action will utilise a budget of EUR 5 million allocated under the Single Support Framework (SSF) for support to the implementation of the EU Roadmap to Lebanon over a 48 months period. The overall objective of the programme is to contribute to a more enabling environment for civil society in Lebanon.

The aim of the programme is twofold;

- 1) Promoting a conducive environment for civil society in supporting reform and increasing public accountability in the field of health, education and environment (including water and energy).
- 2) Support Civil Society Organisations (CSOs) in their contribution to local development, both in terms of capacity building and financial support. Special consideration will be given to support interventions jointly addressed by CSOs and other stakeholders, namely municipalities and the private sector. Proposed initiatives must address basic needs of services to citizens in the most vulnerable rural

¹ COM(2012) 492 final.

communities in various sectors including health, education and environment (including water and energy).

The targeted sectors are in line with those identified as priority areas of interventions under the Single Support Framework (SSF) 2014-2016², in the EU Roadmap to Lebanon (2014) and in the recommendations given in the recent CSOs mapping conducted in Lebanon³.

With regard to the financial support foreseen under the programme to support CSOs in their contribution to local development, special focus will be on grass root organisations to allow their engagement in the local development process. The programme will support multi-stakeholder partnerships and innovative schemes of collaboration between CSOs, local authorities and other relevant stakeholders, including the private sector.

1. CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Civil society in Lebanon is operating in a complex environment. Freedom of assembly is protected by the Lebanese Constitution, however in reality; there are a number of constraints that civil society actors face on a daily basis. The weak capacity of public institutions to respond to civil society's demands, the political system which is based on confessional divisions, the geopolitical conditions and the local instability and insecurity all have a negative impact on the function of CSOs.

The deterioration of the political, socio-economic and security situation in Lebanon following the Syrian crisis is further contributing negatively to civil society, as it limits its ability to fulfil its mission in reaching out to citizens from various backgrounds. Although the socio-economic challenges existed long before the Syrian crisis, the rising political, social and economic pressure has aggravated the situation. The Government response to the need for socio-economic services by vulnerable Lebanese communities as well as Syrian refugees has been very limited, which has forced CSOs to expand their efforts in focusing on complementing the Government's role in terms of service provision, predominantly in the education and health sectors.

According to a recent EU-funded mapping exercise on civil society organisations carried out in Lebanon⁴, CSOs in Lebanon in general face internal and external challenges. The external constraints are mainly a consequence of the political system, the security threats and the unfavourable legal framework, while the internal challenges are those related to their internal organisation, such as management capacities and financial sustainability. In this regard, the programme will focus on meeting the capacity development needs of two categories of CSOs:

- a) Grass root organisations (e.g. newly established, formal and informal groups and others working on initiatives related to the priority sectors defined in this programme i.e. health, environment and education);

² https://ec.europa.eu/europeaid/single-support-framework-ssf-programming-document-lebanon-2014-2016_en.

³ http://eeas.europa.eu/delegations/lebanon/press_corner/all_news/news/2015/20150416_en.htm.

⁴ http://eeas.europa.eu/delegations/lebanon/documents/news/20150416_2_en.pdf.

- b) Organisations more advanced in their work at local and national level but who still suffer from weak internal governance and professionalism in complying with their mission statement (e.g. formal networks, non-state actors represented in the Economic and Social Council, coalitions and others working on health, environment and education related issues).

1.1.1 Public Policy Assessment and EU Policy Framework

In the Commission's Communication of 12 September 2012 *The Roots of Democracy and Sustainable Development: Europe's Engagement with Civil society in External Relations*⁵, a more ambitious partnership with civil society organisations was envisaged. This was translated by the elaboration of Roadmaps at country level which are conceived as a joint initiative between the European Union and its Member States (MS) and which identified long term objectives of EU cooperation with CSOs. These roadmaps triggered coordination among EU and MS that aimed to strengthen the strategic engagement with civil society to achieve greater coherence, consistency and impact of EU actions.

In recent years, the EU has strengthened its commitment to support an enabling and conducive environment for civil society and increased its efforts to include CSOs as actors and partners for development in policy dialogue. This has been translated into engaging CSOs in dialogue concerning policy and programming of EU development aid through a "structured dialogue"⁶ process that started in 2010. Since 2012, the EU Delegation has organised more than eight consultation meetings to which CSOs, social partners, professional organisations and local authorities were invited. Civil society was also involved in the programming exercise of the European Neighbourhood Instrument 2014-2016 for Lebanon.

1.1.2 Stakeholder analysis

CSOs in Lebanon have for several years been negatively affected by factors which have limited their capacities and ability to function, as they are operating in a volatile political and security environment as well as under dire socio-economic conditions. The political system which is characterised by confessional divisions affects the capacity of civil society to play an influential autonomous role in policy-making. Since the beginning of the Syrian crisis, the Government failed to adopt concrete response to the Syrian refugee crisis and this has led to a deterioration of socio-economic, political and security conditions that has negatively affected the work of CSOs. Hence, many CSOs have shifted their focus to relief and humanitarian aid at the local level. As the need for basic services in vulnerable communities are beyond their capacities, such challenges prompt civil society to focus its efforts on complementing Government services and filling the gaps in basic service provision.

CSOs are taking a significant role in the local development process through working directly with local stakeholders, such as municipalities. This has helped some CSOs to prove their capacity as a credible partner within their municipality and local community. Besides playing different conflict mitigation roles, such as building consensus among stakeholders, CSOs has also contributed to build the capacity of local authorities.

⁵ COM(2012) 492 final.

⁶ https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Structured_dialogue.

The direct beneficiaries of the action are the local civil society organisations in Lebanon. The programme will also support multi-stakeholder partnerships and innovative schemes of collaboration between CSOs, local authorities and other relevant stakeholders, including the private sector. The final beneficiaries are the wider populations in Lebanon which will be more involved in policy dialogue, decision making processes and local development.

1.1.3 *Priority areas for support/problem analysis*

The EU Roadmap for engagement with Civil Society in Lebanon, jointly elaborated by the European Union and the EU Member States in September 2014, identifies four priorities:

- *PRIORITY 1: Refining EU coordination at the local level*
- *PRIORITY 2: Improving internal governance, sustainability and outreach of CSOs*
- *PRIORITY 3: Enhancing CSOs' participation in policy dialogue and policy making processes*
- *PRIORITY 4: Fostering CSOs' participation in policy making for citizens' basic needs (health, education, water, energy and environment)*

In line with the Communication of September 2012 and the priorities identified in the EU Roadmap to Lebanon, the programme will aim at supporting implementation of the Roadmap, in close coordination with the EU Member States represented in Lebanon. The programme will contribute to fostering CSOs participation in policy dialogue and policy development at local level, thus allowing better ability to reach out to a range of stakeholders. In line with priority 4 of the EU Roadmap to Lebanon⁷ and following the recommendations given in the mapping exercise⁸, the programme will also contribute to enhance the role of CSOs in improving quality of life of all segments of the Lebanese society, mainly the most vulnerable, on issues related to health, education and environment (including water, energy and solid waste management).

Capacity building programmes will be developed based on needs identified in the mapping exercise on civil society organisations⁹. CSOs capacity needs range from internal governance (e.g. management and leadership), to fundraising, policy engagement and others related to the sectors they work in. A participatory approach among CSOs and other stakeholders will be adopted when developing training programmes to avoid having redundant training topics that are not based on CSOs actual needs¹⁰. On-the- job training will be included as an interactive approach among CSOs in collaboration with other stakeholders (i.e. local authorities and the private sector) to allow more engagement in addressing citizens' common needs and solving local development problems.

⁷ PRIORITY 4: fostering CSOs' participation policy making for citizens' basic needs (health, education, water, energy and environment).

⁸ Data collected during the focus groups which took place in 15 locations across Lebanon identifying priorities which need attention of both Government donors at local level.

⁹ <http://www.enpi-info.eu/medportal/news/latest/39139/Lebanon:-findings-of-mapping-study-on-civil-society-presented>.

¹⁰ Redundancy in training was reported in the mapping exercise to CSOs in Lebanon.

Financial support to third parties (sub-granting) will be provided to CSOs to enhance their participation in local development in the targeted sectors. It will be given to local civil society actors such as community-based organisation, grassroots organisations and local cooperatives to implement small-scale community development projects in rural areas in the targeted sectors. This will enable CSOs to play a more active role in health, education and environment (including water and energy).

All priorities identified above were shared with EU Member States focal points at the identification phase of the programme. The focal points were assigned by their respective EU Member States to jointly work with the EU Delegation during the drafting process of the Roadmap in 2014.

2. RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Willingness of stakeholders to work together for the sake of development agenda	L	Advocacy and collaboration at high level (EU/Ministries/LA) to promote importance and value of joint decisions/actions in local development
The security and political situation deteriorates affecting implementation of project activities and/or making them irrelevant to the actual needs	M	The programme's design will allow flexibility to be able to adapt to the context and take the necessary actions for re-tailoring on-going activities according to the current circumstances
Assumptions		
EU Member States engaged in implementing the EU Roadmap to Lebanon.		
Grass root organisations are committed and interested in being included in the local development process at community level.		
Civil society organisations including municipalities committed to participate in the capacity building activities.		

3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

Despite several donors' initiatives to improve the capacity of CSOs in Lebanon, major challenges (as listed above) still remain. Furthermore, the findings of the mapping exercise raised additional issues such as poor technical skills pertaining to their advocating capacity for better policy formulation in health, environment and education sectors. As such, the provision of adequate support will enable them to operate in a participatory, transparent and inclusive environment and ensure their impact and positive intervention in policy dialogue, policy making and local development process.

Despite the dynamism of civil society in Lebanon, few are capable of influencing policies. CSOs are known for their poor capacity, fragmentation and weak outreach. To enable them to act as an active catalyst for change contributing to local

development, there is a need to enhance their internal governance, managerial and financial capacity and promote networking among themselves as well as with other stakeholders (i.e. local authorities and private sector) towards achieving common objectives of interest to the Lebanese population in general and to rural communities in particular.

3.2 Complementarity, synergy and donor coordination

Complementarity between the bilateral ENPI envelope and thematic lines is taken into account to ensure the consistency of EU cooperation.

In the context of ENP policy, the suggested programme complements the EU funded “*AFKAR III*” programme¹¹ which focuses on creating synergies among CSOs working in the same field and between CSOs and the Government. In the meantime, institutional support is provided to CSOs and Government staff following assessment of their needs.

The European Instrument for Democracy and Human Rights (EIDHR) currently funds activities via civil society on issues related to migrant workers' rights, torture, prisoners and other human rights related issues.

Under the Development Cooperation Instrument, the Civil Society Organisations and Local Authorities (CSO/LA) programme has large scale coverage for initiatives in various sectors which focuses mainly on civil society/municipality/private sector partnership and coordination. The programme contributes to progressively support multi-actor approaches and inclusive partnerships for development aimed at poverty eradication and sustainable development, recognising the value of different stakeholders' contributions and synergies. The programme will be laying the foundation in regards to partnership and coordination between civil society/municipality/private sectors, which the proposed programme can continue to build on.

The on-going Civil Society Facility South (CSF) Regional Programme¹² aims at increasing the involvement of CSOs in sector policy dialogues through capacity building modules implemented to upgrade CSO skills and competencies on regionally relevant thematic areas and policy issues.

Various support mechanisms and initiatives for CSOs are already being implemented by the EU Member States and other donors in Lebanon. Coordination with these will be of great importance and information sharing will be mainly through the existing local coordination thematic meetings organised between EU Delegation and EU Member States to avoid overlaps. In addition, MS are regularly informed about the preparation of Action Documents. They have been informed about the current programme through a meeting organised with the Focal Points. The EU Delegation will keep MS and other donors informed of the progress made under this programme in relevant country-level donor coordination groups.

3.3 Cross-cutting issues

The diversity of the civil society actors involved in the programme ensures multi-sector activities with special focus on gender, youth and vulnerable population.

¹¹ C(2009)7826.

¹² C(2012)8236.

While being considered as a cross cutting issue across the programme, aid to environment is also among the priorities and objectives in the financial support to initiatives at community level.

4. DESCRIPTION OF THE ACTION

4.1 Objectives/results

The overall objective of the programme is to contribute to a more enabling environment for civil society in Lebanon.

The specific objective of this programme is to promote increased engagement of civil society organisations in Lebanon both at policy and local development levels through the implementation of the “EU Roadmap for Engagement with Civil Society in Lebanon”.

Results of the action:

1. Participation of civil society in the policy dialogue/policy making process enhanced and public accountability increased in the fields of health, education and environment (including water and energy).
2. CSOs engagement in local development process is improved through provision of technical and financial support to local CSOs to address basic needs of vulnerable population in rural areas.

4.2 Main activities

Result 1: Participation of civil society in policy making and policy dialogue process enhanced and public accountability increased in the field of health, education and environment.

1. Capacity building to civil society organisations promoting an enabling environment to be better and more engaged in policy making and policy dialogue in priority sectors identified above (i.e. health, education and environment, including water and energy).
2. Empowering CSOs to scale up their impact through building partnerships, networks and coalition.
3. Conducting monitoring and evaluation of services delivered by the Government in the priority sectors (strengthening the watchdog role of the CSOs in holding the Government accountable).

Result 2: CSOs engagement in local development process improved

1. Assess, develop and implement training programmes in support of local grass root organisations in line with the findings and recommendations of the EU-funded mapping on civil society in Lebanon.
2. Provide financial support to organisations at local level. This is intended to encourage local civil society organisations¹³ to work with various stakeholders¹⁴ on collaborative and innovative projects identifying joint solutions for emerging needs and challenges at local level. The overarching

¹³ E.g. grass root organisations, cooperatives, community-based organisations, cooperatives.

¹⁴ E.g. local authorities, private sector and other local actors.

goal is to improve the quality of life for vulnerable segments of Lebanese society in areas identified in the mapping¹⁵. CSOs will be encouraged to propose initiatives integrating social needs for vulnerable populations in poor areas within their activities.¹⁶ Particular emphasis is placed on supporting initiatives addressing gender, children and youth needs.

3. Support and provide guidance in project formulation, implementation and management to sub-grantees through coaching, mentoring and learning by doing.

4.3 Intervention logic

The programme will address the EU priorities identified in the EU Roadmap in a comprehensive manner and with a participatory approach with a view to meet CSOs' urgent needs and foster their participation in the local development process.

In view of the broader political, legal and socio-economic environment prevailing in the country, and according to the findings of the mapping of CSOs in Lebanon, internal and external challenges are faced by the CSOs in Lebanon. The programme will focus on improving the quality of capacity building programmes through building tailor made training programmes focusing on improving the internal organisational capacity of CSOs, their outreach for policy dialogue and their financial sustainability.

Moreover, financial support will be provided to civil society organisations, especially grass root organisations, to improve the quality of life of all segments of society in particular in the areas most affected by the Syrian crisis. Innovative initiatives will mainly target women, youth and children and will be implemented at local community level in the three targeted sectors.

5. IMPLEMENTATION

5.1 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 Regulation (EU, Euratom) No 966/2012.

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 48 months from the date of adoption by the Commission of this Action Document.

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 technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

¹⁵ E.g. water, electricity, infrastructure, solid waste, agriculture, access to public health.

¹⁶ E.g. violence, youth unemployment, fighting drugs among youth, youth civic disengagement.

5.3 Implementation modalities

5.3.1 *Grants: call for proposals “Civil Society Support to Reform and Local Development in Lebanon” (direct management)*

(a) Objectives of the grants, fields of intervention, priorities of the year and expected results

The overall objective of the project is to promote engagement of civil society organisations in Lebanon both at policy and local development levels in the areas of health, education and environment, in line with the objectives of the EU Roadmap to Lebanon, endorsed by the EU Delegation and EU Member States in October 2014.

(b) Eligibility conditions

In order to be eligible for a grant, the applicant must:

- be a legal person;
- be non-profit-making;
- be a non-governmental organisation or public sector operator;
- be established in a Member State of the European Union or of a country that is a beneficiary of Regulation (EU) N°236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action and ENI.

However, in view of the specificity and technicality of the programme and in line with the Paris Declaration calling for a development effectiveness through operationalising the division of labour and the harmonisation of practices, it is preferable to have the programme implemented by an institution or consortium that has European relevant experience in working with civil society. Knowledge of the Lebanese civil society context is an asset. The selected institution must possess a high standard of financial transparency.

Subject to information to be published in the call for proposals, the indicative amount of the EU contribution per grant is 5,000,000 and the grants may be awarded to sole beneficiaries and to consortia of beneficiaries (coordinator and co-beneficiaries). The indicative duration of the grant (its implementation period) is 36 months.

(c) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.

The essential award criteria are; relevance of the proposed action to the objectives of the call, design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

The maximum possible rate of co-financing for grants under this call is 90%.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(e) Indicative timing to launch the call:

This call will be launched in the first quarter following the adoption of the Decision.

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. The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2)(b) of Regulation (EU) No 236/2014 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.

5.5 Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution, in currency identified
To promote more engagement of civil society organisations in Lebanon both at policy and local development levels (grant).	5,000,000	560,000
Total	5,000,000	560,000

5.6 Organisational set-up and responsibilities

The contracting authority is the EU Delegation to Lebanon. The civil society organisation main grantee, which will be selected through a call for proposals, will be responsible for managing implementation of the programme including the financial support to CSOs. The EU Delegation will have an indirect responsibility in managing these sub-grants. A Project Steering Committee including EU and its Member States will be established to play a key role in providing strategic guidance to the project and in problem/conflict solving to ensure smooth implementation.

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 log frame matrix. 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, a mid-term and an ex-post evaluation will be carried out for this action or its components contracted by the Commission.

The mid-term evaluation will be carried out for problem solving in particular with respect to components related to the monitoring of the implementation of the EU Roadmap and the sub-grants awarded through the financial support.

An ex-post evaluation is foreseen to be carried out for accountability and learning purposes at various levels (including for policy revision). Taking into account that the EU Roadmap is a continuous process that will be updated on a yearly basis, such programme is considered to be a pilot being tested. The findings of the evaluation will provide clearer picture for the EU whether to launch a second phase of the action in the next programming cycle.

The Commission shall inform the implementing partner at least two months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

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.

The financing of the evaluation shall be covered by another measure constituting a financing decision.

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.

The financing of the audit shall be covered by another measure constituting a financing decision.

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. The main beneficiary will steer and carry out all activities pertaining to the promotion of the programme's activities, during the various phases of its implementation ensuring that information reaches out the largest and most relevant possible population. This includes but is not restricted to

contracting visibility/communication expertise, organisation of workshop, seminars, and TV spots, documentary, etc. This would be done through appropriate contracting modalities (i.e. Framework contracts, negotiated procedures, etc.)

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 the grant contracts.

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.

APPENDIX - INDICATIVE LOG FRAME MATRIX

The activities, the expected outputs and all the indicators, targets and baselines included in the log frame matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative log frame matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	The overall objective of the programme is to contribute to a more enabling environment for Civil Society in Lebanon.	Organisational capacity of CSOs are improved and internal constraints are diminished	Mapping study 2014: Internal constraints for CSOs: -41.2% lack of structured human resources system 60.5% lack of financial resources	To be defined during inception phase	Annual review of the Roadmap document	Political and security conditions that could affect work of CSOs remain stable
Specific objective(s): Outcome(s)	The specific objective of this programme is to promote increased engagement of civil society organisations in Lebanon both at policy and local development levels through the implementation of the “EU Roadmap for Engagement with Civil Society in Lebanon”.	Social capital of CSOs has increased/ Services have improved in the targeted municipalities/	Mapping study 2014: CSOs relations are inexistent with: 27% national Government institutions 25% private sector 18% with media Ex-ante survey to be	To be defined during inception phase.	Annual review of the Roadmap document.	

			conducted during inception phase.		Ex ante/ex post survey.	
Outputs	Result 1: Participation of civil society in the policy dialogue/policy making process enhanced and public accountability increased in the fields of health, education and environment.	Number of CSOs participating in policy dialogue related to targeted sectors compared to previous years. Number of campaigns conducted in the priority sectors.	14% of CSOs participate in consultation meetings with Government at national level.	More than 30% of CSOs participate in Government consultation meetings. To be defined during inception phase.	Government, donors and CSOs reports. Programme reports.	Government is willing to be engaged with civil society.
	Result 2: CSOs engagement in local development process improved through provision of technical and financial support to address basic needs of vulnerable population in rural areas.	Number of effective multi-actors partnerships established within the programme Number of beneficiaries of improved services	NA	To be defined during inception phase.	Programme reports.	Grass root organisations willing to network and coordinate with local authorities and other relevant actors.