

ANNEX

of the Commission Implementing Decision on the Umbrella Programme 2014 in favour of the Republic of Lebanon

Action Document for the programme “Provision of waste water services for vulnerable populations in Lebanon”

1. IDENTIFICATION

Title/Number	Provision of waste water services for vulnerable populations in Lebanon CRIS number: ENI/2014/037-543		
Total cost	Total estimated cost: EUR 15,000,000 Total amount EU budget contribution: EUR 15,000,000		
Aid method / Management mode and type of financing	Project Approach Indirect management with the Republic of Lebanon		
DAC-code	14020	Sector	Water supply and sanitation - large systems

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

This programme will support the Government's strategic objective by 2020 of significantly increasing the wastewater collection and treatment rates all over the country, by enhancing the treatment capacity of existing waste water treatment plants through the construction of new sewage systems connected to the plants.

2.2. Context

1.1.2 Country context

2.2.1.1. Economic and social situation and poverty analysis

Lebanon's age structure is a clear determinant of socio-economic status and living conditions. With already 44% of its population below the age of 24 in 2009 (Central Administration of Statistics (CAS)), and 28% living under the poverty line (UNDP¹-CAS-Ministry of Social Affairs-World Bank, 2004), the Government of Lebanon recognises the need to create jobs and improve living conditions for many people.

¹ United Nations Development Programme.

The rate of unemployment in Lebanon is cause for great concern. According to the CAS (2009), and based on a population of 2.8 million above the age of 15 and an active population of 1.2 million, the unemployed represent 8.9% of the active population (about 3.9% of the total population above 15 years of age).

Living conditions in Lebanon are difficult for large segments of the society, and poverty is a serious problem despite some apparent improvements in the last decade. In 2004 an estimated 8% of the population lived in extreme poverty and 20% lived in relative poverty (UNDP-CAS-Ministry of Social Affairs-World Bank, 2004). Moreover, according to the World Bank (2013), the inflow of Syrian refugees will drive 170,000 more Lebanese below poverty line.

Another socio-economic debate that has gripped Lebanon for several years is the rising cost of living against the stagnation of wages and salaries. According to the International Monetary Fund (IMF) (World Economic Outlook database, April 2013), the Consumer Price Index has increased by 49.8% between the end of 2004 and the end of 2012, real estate not included, most of which is attributed to the rising cost of food, education and health. The country is currently shaken by strong social protests conducted by various social groups amidst rising unemployment, due to the inflow of Syrian refugees and the lack of adapted labour market regulations and policies.

In the context of a national budget debate paralyzed since 2005, Government of Lebanon spending in basic infrastructure has been declining steadily between 2004 and 2011, both in absolute terms and when compared to the Gross Domestic Product (GDP), as shown by the Lebanese National Accounts 2004-2011 (CAS, 2014).

Eventually, Lebanon has been exposed to a plethora of crisis situations, among others three conflicts with Israel since 1992. Each war caused massive displacement of people and extensive damage to public and economic infrastructure. Since early 2013, Lebanon is facing an unprecedented crisis situation because of the continued conflict, violence and hardship in Syria, which force evermore Syrians to seek refuge particularly in neighbouring countries. Lebanon has so far been the main recipient with more than a million Syrian refugees registered or awaiting registration with United Nations High Commissioner for Refugees (UNHCR) by the beginning of April 2014.

While in 2010, before the start of the Syrian crisis, Lebanon's resident population was estimated at approximately 4.85 million (including an estimated 250,000 Palestinian refugees, 300,000 Syrian workers and 300,000 workers from other nationalities), it is today estimated that around 6 million people are living in Lebanon due to the massive influx of refugees from Syria.

2.2.1.2. National development policy

The Government of Lebanon is currently expanding its National Poverty Targeting Programme which was launched in 2009 with the assistance of the World Bank to provide direct support to the neediest. The new programme cost is estimated at USD 216 million, of which the Government of Lebanon will finance USD 84.9 million. Resolutely determined not to provide direct cash transfers as a

means to alleviate poverty, it has opted to address poverty through a subsidy programme involving health care, schooling, energy and food vouchers.

This corroborates the Lebanese civil society's opinion that poverty can best be addressed by reducing socio-economic burdens through the provision of basic services including clean water, energy, public transportation and housing as well as health and education, including free schooling. Poverty eradication also necessitates building human capital and providing societal choices to the most vulnerable, both in cities and in rural areas.

2.1.2 Sector context: policies and challenges

Lebanon is experiencing critical problems in all parts of its water sector. In water resources, the country is already using three quarters of its available water resources and demand is rising fast. Dry season shortages are emerging and water quality is deteriorating. Institutional capacity for water resources management remains weak. Despite institutional reforms and high levels of investment, public network service delivery standards in water supply are poor, and households spend three times more sourcing water from private suppliers than from the utilities. Water Establishments (WEs) still lack the autonomy, technical capacity and financial resources to improve service standards. Despite massive investment, very little wastewater is being treated, causing severe environmental damage. The investment programme has been insufficiently coordinated in the past twenty years and reforms to transfer institutional and financial responsibility for wastewater management to the WEs have been only partially implemented. The irrigation sector has comparative advantage for high value products in domestic and regional markets, but institutional reforms need to be completed, and investment is required in both infrastructure and product and market development.

Overall, the water sector is delivering poor services at a high fiscal and household cost. Water sector inefficiencies (particularly low collection of tariffs and high water losses) and environmental damage are costing the economy the equivalent of almost 3% of GDP annually. Looking ahead, on present trends, despite its relatively good endowment of water resources, Lebanon will face chronic year-round water shortages by 2020, unless actions are taken to complete reforms in the water sector.

Lebanon has therefore developed a water sector strategy aimed at improving potable water and wastewater and irrigation services within an integrated water resource management framework. Following best practice in integrated water resources management, the proposed Strategy for the Wastewater Sector is designed to fit within Lebanon's overall National Water Sector Strategy (NWSS, adopted by the Government in 2012). Wastewater challenges in terms of infrastructure, institutional set-up, financing and cost recovery deserve an integrated approach along the chain, from wastewater generation through to ultimate reuse or disposal.

The NWSS entails the enforcement of a new tariff policy for water and waste water services, in particular: for water supply, a gradual move from the current lump-sum flat rate tariff (disconnected from real consumption) to volumetric charges; for waste water collection and treatment, a gradual increase of the monthly flat rate tariff (currently in place) coupled to the pace of improvement of

the waste water services being provided to the populations. These evolutions shall contribute to reaching the operations and maintenance's cost recovery of the sector by 2021 (as expected in the NWSS), while relieving the national budget from subsidising the sector.

Current situation of the waste water sector

Lebanon is generating large and growing quantities of domestic and industrial waste water which need treatment. At present, Lebanon produces about 310 million cubic meters of wastewater annually, of which 250 million cubic meters is municipal/domestic wastewater, and about 60 million cubic meters industrial wastewater.

National policy is to collect and treat all wastewater, in order to prevent pollution of the environment. The wastewater master plan (1982, updated in 1994) provided for coverage of major urban and rural populations, using sizes of plant and technologies appropriate to the scale and nature of settlements. A total of 54 integrated systems (12 coastal and 42 inlands) were recommended, including collection, treatment and disposal.

Lebanon has made huge investments in wastewater facilities over the last two decades. Investments in the sector since early 1990s exceed USD 1.4 billion.

Along the coast, much of the planned large scale capacity has been constructed, but little of it is operational. Of the twelve large treatment plants planned on the coast to serve 65% of the population, seven are completed (Tripoli, Chekka, Batroun, Jbeil, Ghadir, Nabi Younes and Saida), one is under construction (Sour), three are under preparation (Aabde, Kesrwane, and Bourj Hammoud), and one requires funding (Sarafand). However, to date only two plants (Ghadir and Saida) are operational based on preliminary treatment only and four completed plants lack completed collection networks (Chekka, Batroun, Jbeil, and Nabi Younes). The Tripoli plant has started operating early 2014 in testing mode.

Inland, only two medium-sized collection and treatment schemes are operating – and well below capacity. Of the 42 medium sized collection and treatment schemes planned, only 23 are funded. However, only two are operating, and way below design capacity (Baalbek 10%, and Yamouneh 50%). West Beqaa plant is completed but not operating while Nabatiye plant operates below capacity. Five plants (Kfarsir, Yahmour, Zawtar, Tibnine and Zahle) are under construction and 14 plants are under design. A further investment of USD 255 million is required to bring all 23 plants into operation. The remaining 19 schemes are not funded at all and would require USD 325 million. In addition, around 60 small treatment plants have been constructed inland by municipalities through donor funding with limited coordination with the Ministry of Energy and Water (MoEW) or the Council for Development and Reconstruction (CDR). Today, only a few of these plants are operational (in particular Ablah, Ferzol and Aitanit/Qaraoun plants), and considerable further investment would be needed for them to operate adequately and to cover all rural areas.

As a result of these investments, about two thirds of the population are connected to wastewater collection networks but only 8% of wastewater reaches the operational plants and is treated. Wastewater collection networks have been

conceived and executed piecemeal, leading to a major mismatch between collection and treatment capacity. Considerable installed treatment capacity is lying idle. Five major plants (Chekka, Batroun, Jbeil, Nabi Younes and West Beqaa) are not working at all because of lack of completed networks.

The environmental costs of this situation are severe. Most wastewater collected is discharged raw, without treatment, into watercourses and the sea. Where there is no network, cess pits are used, with considerable seepage into groundwater. Few industries pre-treat their effluent, so that harmful waste is discharged into the collection system or the environment. The negative environmental impacts of poor wastewater collection and treatment contribute to health costs, to pollution of water resources and soil, to loss of amenity and tourism income. This situation results from years of unstable political situation, weak planning and scattered responsibilities within the sector. However the adoption of a NWSS by the Government of Lebanon in 2012, combined with pressures from the civil society and the international community, has given a new impetus to better sector governance.

Sector objectives and targets

The **objectives** of the wastewater sector are to collect and treat all wastewater according to national standards and regional agreements and, where economic, to reuse treated wastewater for agriculture, industrial, and amenity in line with national health and safety standards. A progressive approximation to EU standards especially for treated water reuse for agriculture will be sought. Cost recovery will be based on the ‘polluter pays’ principle.

To meet these objectives, sector targets and initiatives were developed for the short–medium term (2011 – 2015) and the long term (2016 – 2020), and to serve the projected population up to 2025 - 2030.

The sector targets 2011-2020 are:

- Increase the present wastewater collection (60%) and treatment (8%) to 80% collection and treatment by 2015, and 95% collection and treatment by 2020.
- Pre-treatment of all industrial wastewater by 2020.
- Increase reuse of treated effluent from 0% in 2010 to 20% of treated wastewater by 2015, and of 50% by 2020.
- Secondary treatment and reuse of all inland wastewater by 2020, and secondary treatment by 2020 of coastal wastewater where reuse is economically justified.
- Full recovery of all Operating & Maintenance (O&M) costs by 2020 following the ‘polluter pays’ principle and full recovery for Build-Operating-Transfer (BOT) projects.

In order to reach these objectives, the strategy provides for five strategic initiatives:

- i) An integrated and prioritised investment programme to rapidly increase wastewater collection, treatment and reuse rates.
- ii) Legal, regulatory and policy measures to set and regulate standards.
- iii) Institutional measures to define responsibilities and to create capacity for service delivery.
- iv) Financial measures for viability and affordable services.
- v) Measures to optimise private sector participation in the wastewater sector.

2.3. Lessons learnt

Past experiences in the sector have shown that:

- In the water sector, institutional responsibilities are split between many actors, mainly the MoEW and the WEs, the CDR and the Ministry of Environment. Insufficient and inefficient coordination could be stated in the past, and wastewater collection, treatment and disposal/reuse investments were sometimes not implemented as an integrated package. This led to unclear legal, regulatory and policy frameworks that slowed down project implementation.
- The massive influx of refugees from Syria has dramatically increased the quantities of generated waste water, without any additional capacities for collection and treatment. The alarming consequences on the health and sanitation conditions of host communities and refugees populations are increasingly stressed by the international community active in the frame of this humanitarian crisis. The need for an involvement of local authorities (including the WEs) in the daily management of the crisis has become even more important.
- These lessons learnt have been taken into account in the preparation of this programme, in particular during the consultations with CDR, the MoEW and WEs. The projects financed under this programme will complement existing infrastructures in areas particularly affected by the influx of refugees. This constitutes a strong potential factor of impact, as their completion shall allow for increased quantities of waste water collection and treatment, and thereby (i) improve health and sanitation conditions as well as (ii) enhance means and grounds for WEs to collect additional rates for these new services.

2.4. Complementary actions

The present project complements the following initiatives:

- The EU-funded technical assistance project to the MoEW and the Ministry of Public Works and Transport (MoPWT) (called "Support Programme for Infrastructure Sector Strategies and Alternative Financing (SISSAF)"²; EUR

² C(2010) 7440 of 29.11.2010.

7.2 million, 2013-2016), whose objective is to improve the efficiency and effectiveness of service delivery and financial sustainability in the Lebanese sectors of water, energy and land transport. The SISSAF project proposes to strengthen the three sector's institutional capacities, coordination structures and line ministries' leadership.

- The investment projects for new waste water treatment plants on the Lebanese coast (Tripoli, Aabde, Keserwan, Bourj Hammoud, Sour) co-financed by the donor community (mainly European Investment Bank (EIB) and Agence Française de Développement (AfD)) as well as inland waste water treatment plants under implementation (see section 2.2.2).
- The project for "Strengthening institutional capacities of the Lebanese municipalities and dialogue with national authorities as regards sanitation" (2013-2015), financed by the French Ministry of Foreign Affairs and managed by SIAAP (Syndicat Interdépartemental pour l'Assainissement de l'Agglomération Parisienne), which raises awareness towards Lebanese municipalities on the urgent need to implement waste water management schemes in close collaboration with WEs.
- The Horizon 2020 Initiative to de-pollute the Mediterranean Sea, in particular the Mediterranean Hotspots Investment Facility (MeHSIP II) under the responsibility of the EIB, and the EU-funded Sustainable Water Integrated Management (SWIM) Programme.

2.5. Donor coordination

The MoEW is chairing bi-monthly "Water Sector Coordination Group" meetings, where all donors active in the sector are updated by the Ministry on the evolution of the NWSS's implementation, and share information on their interventions within the sector. Since 2013, WEs also hold regular donor coordination groups to discuss the situation as regards water and waste water stakes and challenges.

The formulation of this programme has already been mentioned in these arenas and its implementation progress will be presented on a regular basis. A specific coordination channel will be ensured with the EIB and AfD for the first Component of the programme, as it complements a large investment programme funded by these two institutions. Similarly, coordination will be sought with the United States Agency for International Development (USAID) for the second component, as donor agency for the construction of the treatment plants to which the new constructed networks will be connected.

3. DETAILED DESCRIPTION

3.1. Objectives

The general objective of this programme is to support the Government's strategic objective of increase the present wastewater collection (60%) and treatment (8%) to 95% collection and treatment by 2020.

The specific objective of this programme is to increase the treatment capacity of existing waste water treatment plants by building new sewage systems, thereby increasing the flow of wastewater being conveyed to these existing plants.

3.2. Expected results and main activities

The main results of the programme are as follows:

Component 1: The Koura-Qalamoun waste water networks are completed and connected to the Tripoli waste water treatment plant.

In order to achieve that goal the following activities have to be implemented:

Projects	Estimated length of conveyors to be built (in km)
1. Construction of a waste water conveyor along El Hab valley, from Dahr el Ain to Bahsas	5.7
2. Construction of a waste water extension conveyor along El Hab valley	5.6
3. Construction of the Qalamoun-Bahsas waste water gravity system	3.3
4. Construction of a conveyor from the mouth of El Hab river in Bahsas, to existing sewage networks within the city of Tripoli (location known as "Spinneys Centre")	1
5. Construction of a waste water conveyor along Ouadi En Nakhleh, from Batroumine to Ras Masqa	3.7
6. Construction of a waste water conveyor linking the above conveyor to Abou Halqa, to join the Qalamoun-Bahsas networks	5.5
TOTAL	24.8

The proposed main collectors will allow for the transmission of the waste water from localities in Koura & Qalamoun areas to the existing waste water Treatment Plant in Tripoli (that has a capacity of 135,000 m³/day, for an equivalent population of one million). In these localities, the secondary collectors and households connections are already built.

These new collectors will provide waste water treatment services to approximately 300,000 additional people. About 39,000 m³ of waste water will reach daily the Tripoli plant. Considering the current yearly flat rate of LBP 50,000 (equivalent to EUR 25) paid per household for waste water treatment services, this programme shall contribute to a collection by the North Lebanon WE of about EUR 1.5 million per year³.

³ This calculation is based on an average household composed of 5 people in this region, with an average daily consumption of 130 litres/capita/day.

Eventually, Tripoli being the second largest city of Lebanon with more than 500,000 inhabitants, the construction of these new conveyors will have a great environmental and health impact as they will protect the main potable water sources of the city from pollution due to hazardous waste water flows in the area.

Component 2: The sewage coverage is improved around existing and operating small size wastewater treatment plants in the Bekaa valley.

Three waste water treatment plants, financed by USAID, are currently operating in the towns of Ferzol, Ablah and Aitanit/Qaraoun, located in poor areas where the influx of refugees from Syria is massive. Dramatic environmental and health damages (water-borne diseases) are increasingly being recorded by the local authorities and the donor community.

As these plants currently work under their nominal capacity (respectively 1000, 2000 and 5000 m³/day), it is proposed to extend the sewage networks in surrounding villages and connect them to these existing facilities. Detailed studies are ongoing in order to assess the most efficient option to be retained considering the potential population coverage, social and technical constraints, expected increase of collected fees, etc. The conclusions of these studies will help specifying whether this programme shall cover the increase of waste water treatment schemes for one, two or all three waste water treatment plants.

Eventually, the construction of these new conveyors (main and secondary collectors) and household connections will have a great positive environmental and health impact as they will reduce the pollution of rivers and groundwater resources in the area.

For both components, detailed technical design studies and environmental impact assessments (EIA) will be financed by the programme, as well as supervision and monitoring activities.

3.3. Risks and assumptions

The programme's formulation has paid particular attention to minimise the impact of possible aggravated political turmoil. Reaching expected results will be facilitated by the involvement of national public authorities in the steering of the programme and its implementation through a regular, structured and constructive dialogue.

The lack of adequate human resources to manage the project represents a risk. It will be mitigated by the support of a dedicated technical assistance team at the CDR that shall accompany the CDR in its role as Contracting Authority of the programme.

Eventually, the programme entails the award of procurement contracts for projects where expected fields of intervention, results and impact have already been the object of some technical studies (commissioned by Lebanese authorities or International Financing Institutions): the risk of facing unexpected difficult situations in their implementation is therefore considerably mitigated.

3.4. Cross-cutting issues

The programme will obviously have a significant positive impact on the environment and health considering the nature of proposed actions and their sustainable environmental approach. EIAs will be conducted to approve the design of waste water networks before implementation. Moreover the planned networks will discharge waste water flows into waste water treatment plants that already manage sludge disposal in an environmental-friendly manner.

Good governance is a key factor driving programme's implementation, as a vector of promotion of sanitation activities and behaviours in Lebanon. Gender equality will be taken care of during its implementation, mainly in the programme's decision-making process, through capacity building (via the technical assistance) and in the frame of procurement procedures, where women and men will be equally considered.

3.5. Stakeholders

The success of this programme depends largely on the degree of ownership of its actors at implementation level. It is therefore of utmost importance to involve the Lebanese institutions in its daily management. For this programme, key stakeholders at Government level are:

- the CDR (EU National Coordinator) as Contracting Authority for the whole programme.
- the MoEW in its role of strategic guidance as regards water and waste water national policy.
- the Water Establishments, considering their role of managing, operating and maintaining the waste water facilities after their operational launch.

These institutions will be part of a Steering Committee chaired by the European Union, represented by its Delegation to Lebanon. The Steering Committee will meet at least twice a year during the whole programme's implementation.

The European Commission has confidence in these institutions, and acknowledges their reliability thanks to solid relationships within their long term cooperation framework.

In addition, municipalities benefitting from the financed actions – that were involved in programme's preparation - will play an important role in projects implementation, but also as communicators towards local populations who will directly benefit from the actions of the programme.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

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 60 months from the date of entry into force of the financing agreement, subject to modifications to be agreed by the responsible authorising officer in the relevant agreements. The European Parliament and 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

4.3.1. *Indirect management with the Republic of Lebanon*

This action, with the objective of support the Government's strategic objective of significantly increasing the wastewater collection and treatment rates by 2020 all over the country, may be implemented in indirect management with the Republic of Lebanon in accordance with Article 58(1)(c)(i) of the Regulation (EU, Euratom) No 966/2012 according to the following modalities:

The Republic of Lebanon will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement and grant procedures.

Payments are executed by the Commission.

In accordance with Article 262(3) of Delegated Regulation (EU) No 1268/2012, the Republic of Lebanon 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, will be laid down in the financing agreement concluded with the Republic of Lebanon.

The CDR, Contracting Authority for the project, will be accompanied for the programme implementation by a Technical Assistance Team executing the following tasks (not restrictive):

- Technical design of projects to be funded;
- Preparation of tender dossiers;
- Supervision and monitoring of the implementation of all works and/or supply projects financed within this programme;
- Support to the implementation of a communication and visibility plan to raise awareness of the results and impact of the programme.

The technical assistance team will directly and exclusively report to the Contracting Authority of the programme.

4.3.2. *Procurement (direct management)*

Subject	Type	Indicative number of contracts	Indicative trimester of launch of the procedure
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Evaluation	Services	2	1st semester of 3 rd year 2 nd semester of 5 th year
Audit	Services	1	2 nd semester of 1 st year
Communication and visibility	Services	1	2 nd semester of 3 rd year

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 and grant award procedures and in terms of origin of supplies purchased as established in the basic act shall apply.

The responsible authorising officer 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 other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

4.5. Indicative budget

Module	Amount in EUR	Third party contribution
4.3.1. - Indirect management with the Republic of Lebanon	13,236,364	/
<i>Component 1 (indicatively)</i>	<i>10,000,000</i>	
<i>Component 2 (indicatively)</i>	<i>3,236,364</i>	
4.7. - Evaluation and audit	200,000	/
4.8. - Communication and visibility	200,000	/
Contingencies	1,363,636	/
Totals	15,000,000	/

4.6. Performance monitoring

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 for the project, which will be used to elaborate the progress reports.

Independent consultants recruited directly by the Commission on specifically established terms of reference may carry out external monitoring Result Oriented 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.

4.7. Evaluation and audit

The Commission will carry out a mid-term evaluation and a final evaluation (via independent consultants) of the whole programme.

The Commission shall inform the Beneficiary at least one month 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.

EUR 200,000 is earmarked for audit and evaluation purposes. Evaluation and audit assignments will be implemented through service contracts, making use of one of the Commission's dedicated framework contracts or another applicable procurement procedure. Indicatively, these contracts will be procured in the first semester of 2017, and in the second semester of 2019.

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 by the partner country, contractors, and entrusted entities. Appropriate contractual obligations shall be included in, respectively, financing agreements, procurement 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.

EUR 200,000 is earmarked for programme's communication and visibility purposes. These will be implemented through service contracts, making use of one of the Commission's dedicated framework contracts or another applicable procurement procedure. Indicatively, this contract will be procured in the second semester of 2017.