



ANNEX II

of the Commission Implementing Decision on the Special Measures in favour of the Republic of Belarus for 2018

Action Document for EU4Belarus: Partnership Facility

INFORMATION FOR POTENTIAL GRANT APPLICANTS

WORK PROGRAMME FOR GRANTS

This document constitutes the work programme for grants in the sense of Article 110(2) of the Financial Regulation and action programme/measure in the sense of Articles 2 and 3 of Regulation N° 236/2014.

The following sections concern calls for proposals:

5.3.1. Grants: Calls for proposals for Twinning projects (direct management)

1. Title/basic act/ CRIS number	EU4Belarus: Partnership Facility CRIS number: ENI/2018/041-525 financed under European Neighbourhood Instrument	
2. Zone benefiting from the action/location	Belarus The action shall be carried out at the following location: country wide	
3. Programming document	Not available (Special Measure)	
4. Sector of concentration/ thematic area	Strengthening institutions and good governance	DEV. Aid: YES
5. Amounts concerned	Total estimated cost: EUR 10,000,000 Total amount of EU budget contribution EUR 10,000,000	
6. Aid modality(ies) and implementation modality(ies)	Project Modality Direct management: <ul style="list-style-type: none"> • procurement of services and supplies • grants – calls for proposal 	
7 a) DAC code(s)	15110 – Public sector policy and administrative management 15112 – Decentralisation and support to subnational government	

	22010 – Communications policy and administrative management 24010 – Financial Policy and administrative management 25010 – Business support services and institutions			
b) Main Delivery Channel	n/a			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	<input type="checkbox"/>	X	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
	9. Global Public Goods and Challenges (GPGC) thematic flagships	n/a		
10. SDGs	Main SDG Goal(s): SDG 16 – Peace, justice and strong institutions			

SUMMARY

A joint Declaration was agreed in the 2017 Brussels Eastern Partnership Summit and "20 deliverables for 2020" were identified as the joint working tool. This programme will support Belarus in the implementation of actions in these joint priority areas. In particular, the programme will accompany the reform efforts undertaken by Belarus, supporting the design and implementation of strategic actions. Transfer of knowledge and EU best practices will be promoted thanks to a mix of instruments, including Twinnings and assistance provided by "advisors" which will be implemented in coherence with TAIEX support. Actions aiming at regional development and addressing gaps in services to citizens will be prioritised.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Belarus' political context has been shaped to a significant extent, over the past few years, by changes in the regional geopolitical environment. Since the start of the Ukraine crisis, Belarus has played a constructive role in the region, appreciated by the international community. At the same time, Belarus has moved towards increased international openness, including discussions on the state of affairs regarding democracy and human rights in the country.

The Belarusian economy is recovering after two years of recession (2015 and 2016) helped by a favourable external environment, strong domestic demand and prudent macroeconomic policies. In the first eight months of 2018, the economy grew by 3.7 percent year-on-year in real terms amid robust household consumption boosted by rapid wage growth as well as strong investment. Consumer price inflation moderated to record low 4.1% in July 2018. The current account deficit narrowed, in 2017 to 1.7% of GDP and expanded slightly in the first half of 2018 as a result of strong import demand that exceeded export growth.

The EU continues to follow a policy of critical engagement with Belarus, which translates into incremental engagement with the country while paying great attention to the human rights situation. In February 2016 the European Council reiterated its firm commitment to strengthening the EU's engagement with the Belarusian people and civil society.

Tangible steps taken by Belarus to respect universal fundamental freedoms, rule of law, human rights and women's access to justice will continue shaping the EU policy towards Belarus. Special attention will continue to be given to the abolition of death penalty, the fight against torture and ill-treatment and the freedom of expression and assembly. Furthermore, the respect of internationally recognised environmental and nuclear safety standards remains an essential element for our cooperation. Progress in our cooperation will continue to be monitored by the EU/Belarus Co-ordination Group.

The action will support Belarus in implementing actions in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit. The programme will accompany the reform efforts undertaken by Belarus supporting the design and implementation of strategic actions. Transfer of knowledge and EU best practices will be promoted thanks to a mix of instruments.

1.1.1 Public Policy Assessment and EU Policy Framework

The EU continues to follow a policy of critical engagement with Belarus, which translates into incremental engagement with the country while paying great attention to the human rights situation. Since 2016 EU-Belarus relations are positively developing. In February 2016 the Council reiterated its firm commitment to strengthening the EU's engagement with the Belarusian people and civil society. The Council also decided to accelerate the implementation of measures aimed at enhancing EU-Belarus cooperation in a number of economic, trade and assistance related fields, with the goal of modernising Belarus and its economy and for the benefit of the Belarusian people. Both sides are finalising discussions on joint Partnership Priorities which will set the strategic framework for further cooperation in the coming years.

In the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit, Belarus and the other Summit participants reconfirmed their shared commitment to this strategic and

ambitious Partnership, based on common values, mutual interests and understanding, shared ownership and responsibility, differentiation and mutual accountability, bringing Belarus and the Eastern European partner countries closer to the European Union. Under the four priorities reconfirmed at the 2017 Eastern Partnership Summit in Brussels, 20 key areas with targets for 2020 were identified for Belarus and the other Eastern Partnership countries and are conceived as our joint working tool. This action is in line with all four Eastern Partnership priorities areas, and in particular Priority 2: Strengthening institutions and good governance as well as the "20 deliverables for 2020". EU assistance to Belarus will support the implementation of national reform plans and depend on their concrete progress, which will be regularly monitored and evaluated.

The Eastern Partnership "20 Deliverables for 2020" are in accordance with the 2030 Agenda for Sustainable Development and the 2015 Paris Agreement on Climate Change and their commitment to combat climate change, poverty and inequality and aim at supporting the implementation of Belarusian national policies wherever they are aligned with them.

1.1.2 Stakeholder analysis

As this programme is linked to the four Eastern Partnership priority areas jointly agreed at the 2017 Brussels Eastern Partnership Summit, the Ministry of Foreign Affairs is by far the most relevant partner.

However, a number of ministries and other beneficiaries will be targeted in this action, depending on the specific intervention. These will, inter alia, include Ministry of Finance, Ministry of Industry; Ministry of Energy; Ministry of Natural Resources and Environmental Protection; Ministry of Education; Ministry of Justice; Ministry of Housing and Utility Services; State Committee for Standardisation; National Bank; Local businesses and their associations; big state and semi-state enterprises, and other relevant and interested organisations and state bodies. Participation of these beneficiaries and stakeholders will be decided on case-by-case basis based on the relevance of planned activity and target sector of the intervention.

1.1.3 Priority areas for support/problem analysis

The main areas of cooperation jointly reconfirmed at the 2017 Brussels Eastern Partnership Summit are:

- Strengthening institutions and good governance;
- Economic development and market opportunities;
- Connectivity, energy, environment and climate action;
- Mobility and people-to-people contacts.

These Priorities reflect shared interests and focus on those areas where cooperation between the EU and Belarus is of mutual benefit.

It is in this light that the EU and Belarus are committed to furthering cooperation and mainstreaming cross-cutting issues ranging from sustainable economic development and modernisation, higher education, scientific research and innovation, energy and climate action to good governance and human rights, gender equality, dialogue with civil society and people to people contacts, as well as the promotion of high environmental and nuclear safety standards.

The Partnership Facility will be available for strategic interventions in order to facilitate implementation of projects in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit.

This Facility will provide the support to the relevant state bodies and state and semi-state enterprises in implementing structural reforms and developing needed adaptation/mitigation measures, aligned with priorities and plans of the Government and with other policies. The support will include policy advice, ad-hoc expertise, exchange visits and trainings to these organisations and its staff in order to support reforms and changes, to enhance capacity building and to increase the proficiency of the staff and competitiveness of enterprises/industries/chosen sectors.

There is also a large demand for more targeted and ad hoc expertise by a number of ministries. Without engaging into a sector reform programme, the interest to modernise and to learn from the European expertise on a number of selected topics is very large. This request should be met through Twinning or through ad hoc technical assistance procured via specific contracts under framework contracts.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
<p>Political unwillingness to devise and implement appropriate reforms.</p> <p>Lack of conviction on the side of the proposing and implementing authorities</p> <p>Adoption of ineffective measures</p> <p>Lack of buy-in from officials and other stakeholders.</p> <p>Limited functional capabilities of central and local authorities to devise and implement reforms.</p>	<p>L</p> <p>L</p> <p>L</p>	<p>Involvement of the concerned stakeholders at all stages of the project preparation, as well as during project implementation where project benefits will be largely demonstrated and disseminated to its governmental and non-governmental beneficiaries.</p> <p>Policy dialogue and monitoring of implementation of key priority actions will be ensured in the context of the EU-Belarus Coordination Group and in relevant sectoral dialogues.</p> <p>Timely planning and consultation at each step of project implementation with the Steering committee and relevant stakeholders.</p> <p>Demand driven approach of the programme; information and public awareness campaign will further reduce risk.</p> <p>Based on the sector of intervention,</p>

Poor inter-ministerial coordination.		beneficiaries will be advised and encouraged to create inter-ministerial coordination mechanisms to achieve higher impact and sustainability of implemented activities
Assumptions		
<ul style="list-style-type: none"> • General environment in Belarus is favourable to developing wider contacts with the EU. • The authorities engage into a meaningful reform process and are interested in implementing actions in key priority areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit. • Sufficient institutional capacity/maintenance (e.g. duration occupying certain post) of key leadership and technical staff as well as strong planning, implementation and coordination capacity in beneficiary institutions. 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

Lessons learned from previous assistance provided in this area include:

- A purely donor driven approach often results in the reluctance of Belarusian authorities to participate in activities. It is therefore essential that technical assistance is provided in close cooperation and coordination with the beneficiary, for example activities are agreed with the relevant Belarusian authorities, terms of reference are prepared in close cooperation with the relevant Belarusian authorities.
- Despite the robust administrative system and management of Belarus, state institutions are not always cooperating closely enough to maximise results. There have been cases of competition for resources and reluctance to take responsibility for decisions, as well as delays in the decision making process, when what is required is collective synergy. As a result, technical assistance tends to be more efficient when there is only one beneficiary (the Ministry and its institutions).
- Training of specialists, the transfer of skills, ad-hoc expertise and policy advice have better chances to be successfully implemented than a new broad and ambitious reform agenda, a new roadmap of reforms, etc.
- Experience with TAIEX has shown that a quick dedicated response to a specific topic on the basis of ad hoc expertise is both welcome and useful.
- National authorities have also shown significant interest in Twinning and expertise transfer following the launch of the first Twinning project with the National Bank of Belarus in 2017.

3.2 Complementarity, synergy and donor coordination

The proposed action builds on the results and is synergetic with the EU AAP 2016 "Action Document for Technical Cooperation Facility".

Given the link among the Eastern Partnership Priorities, the "20 deliverables for 2020", and SDGs, there are also clear synergies with high-level advisory panel on the Rule of Law and Access to Justice, led by the UN in Belarus. Head of the EU Delegation to the Republic of Belarus, H.E. Andrea Wiktorin, is co-chairing one of the three working groups of the Rule of Law and Access to Justice Initiative, namely "Litigation and enforcement".

Belarus on a regular basis cooperates with different international organisations: European Union, United Nations Development Program, World Bank, EBRD, SIDA, USAID, etc. However, as most donors have their own narrow field of cooperation with Belarus and coordinate closely with each other, the risk for duplication of activities is limited.

Donor coordination is ensured through permanent working cooperation at the level of country offices as well and through dedicated coordination sessions locally and at headquarters level.

3.3 Cross-cutting issues

This Facility will support implementation of key actions in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit and therefore will have links to other fields of the EU – Belarus cooperation, including good governance, economic development, people-to people contacts, Mobility Partnership, etc. The action will contribute to a more efficient micro- and macro management by supporting structural and institutional reforms. This has a direct (less resource use) and indirect (more efficient resource use) impact on e.g. climate change and other priority areas identified in the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit.

The reforms in the country are expected to have a significant impact on the population at large, which require a gender sensitive approach. Human rights and gender equality will be mainstreamed across the outputs of the activities which will be defined in the course of the implementation. Environmental considerations will also be mainstreamed in all actions under this programme.

This action will be implemented following a rights-based approach, encompassing all human rights. The five working principles below will be applied at all stages of implementation: Legality, universality and indivisibility of human rights; Participation and access to the decision-making process; Non-discrimination and equal access; Accountability and access to the rule of law; Transparency and access to information.

Alongside other major international agreements the Sustainable Development Goals (SDGs) provide for a vision and a pathway towards a more sustainable future, which ensures dignity for all. The EU is committed to playing an active role to maximise progress towards the SDGs. Belarus has made a Voluntary National Review of implementation of the SDGs and has taken concrete measures to implement them within Belarus, including for example, establish a national coordinator and national council to provide the necessary leadership and coordination for the implementation of the SDGs. "20 Deliverables for 2020" have been identified and agreed at top political level during the EaP Summit on 24 November 2017 and they provide a "roadmap" for SDGs implementation in Belarus. Through achieving objectives in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit, this Facility will contribute towards achieving SDGs in Belarus.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

Overall objective: To support Belarus in implementing actions in key priority areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit.

The specific objectives are:

A) To support the reform efforts undertaken by Belarus by supporting the design and implementation of strategic actions and by paying particular focus on actions aiming at regional development;

B) To enhance the capacity and knowledge base of Belarusian public governmental institutions, state and semi-state enterprises in selected priority areas through transfer of knowledge and EU best practices and by addressing gaps in services to citizens;

The following main results are expected: 1) strengthened institutional and administrative capacities of Belarusian public institutions and 2) successful implementation of actions in key priority areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit.

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG Goal 16 – Peace, justice and strong institutions. This does not imply a commitment by the Government of Belarus benefiting from this programme.

4.2 Main activities

Component A: Support to reform undertaken by Belarus

Component A will include various activities which are aimed at supporting reform implementation in key priority areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit. This Component will consist of different policy recommendations, studies, trainings and possible exchange visits in the selected ministries/state bodies. Particular focus will be on promoting actions aiming at regional development.

Main activities:

- Assistance (activities to be identified during implementation phase) to the selected ministries/state bodies in the key activities in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit (indicatively: strengthening institutions and good governance; economic development and market opportunities; private sector; higher education; connectivity, energy, environment and climate action).
- Trainings and exchange visits for officials and civil servants.

Component B: Policy Advice

Component B is aimed at capacity building for chosen organisations via provision of specialised expertise, transfer of skills and ad-hoc expertise based on the European experience in chosen priorities/areas/participants. Particular focus will be addressing gaps in services to citizens.

Main activities:

- Provision of specialised ad-hoc expertise and policy advice.
- Support to the Belarusian authorities in key areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit.

4.3 Intervention logic

The Action is aimed at creating the necessary conditions for effective implementation of reforms and actions in key priority areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit, particularly through targeted policy advice and technical assistance in the selected priority areas, and provision of capacity development and institutional building to relevant state authorities.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.1 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's 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.

5.3 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures affecting the respective countries of operation¹.

5.3.1.1 Procurement (direct management) - Component A: Support to reform undertaken by Belarus

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Ad hoc technical assistance	Supplies and Services	5	2 nd trimester of 2019

¹ https://eeas.europa.eu/sites/eeas/files/restrictive_measures-2017-04-26-clean.pdf

5.3.1.2 Grants: call for proposals "Twinning projects" (direct management) - Component B: Policy Advice

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

Call for proposals will be used to award Twinning contracts. Under this component three Twinning contracts are expected to be awarded in line with objectives and results defined in section 4.1.

(b) Eligibility conditions

In line with Article 4(10)(b) of Regulation (EU) No 236/2014, participation in Twinning calls for proposals is limited to public administrations of the EU member States, being understood as central or regional authorities of a Member State as well as their bodies and administrative structures and private law bodies entrusted with a public service mission under their control provided they act for the account and under the responsibility of that Member State.

(c) Essential selection and award criteria

The essential selection criteria are 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 rate of co-financing for Twinning grant contracts is 100%².

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

Second trimester of 2019.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 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.

² As provided for in the Twinning Manual

5.5 Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution, in currency identified
5.3.1.1 – Component A: Support to reform undertaken by Belarus composed of		
Procurement (direct management)	5 500 000	N.A.
5.3.1.2 – Component B: Policy Advice composed of		
Twinning (direct management)	3 900 000	N.A.
5.8 – Evaluation, 5.10 - Audit	200 000	N.A.
5.10 – Communication and visibility	400 000	
Totals	10 000 000	N.A.

5.6 Organisational set-up and responsibilities

A Steering Committee shall be set up to oversee and validate the overall direction and policy of the project (or other responsibilities to be specified). The project Steering Committee shall meet at least twice a year. The project Steering Committee shall be made up of a representative of the Beneficiary country, of the entrusted entity and of the Delegation of the European Union to Belarus.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) or the list of result indicators (for budget support). 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 importance of the action, a mid-term and final evaluation(s) will be carried out for this action or its components via independent consultants contracted by the Commission.

The Commission shall inform the implementing partner at least 1 month 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.

Indicatively, two contracts for evaluation services shall be concluded under a framework contract in Q3 2020 and Q4 2022.

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.

Indicatively, one contract for audit services shall be concluded under a framework contract in Q2 2022.

5.10 Communication and visibility

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

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

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

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

With regards to the Neighbourhood East, all EU-supported actions shall be aimed at increasing the awareness level of the target audiences on the connections, the outcome, and the final practical benefits for citizens of EU assistance provided in the framework of this action. Visibility actions should also promote transparency and accountability on the use of funds.

Outreaching/awareness raising activities will play a crucial part in the implementation of the action, in the case of budget support the national government shall ensure that the visibility of the EU contribution is given appropriate media coverage. The implementation of the communication activities shall be the responsibility of the implementing organisations, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions. Additional Visibility Guidelines developed by the Commission (European Neighbourhood Policy and Enlargement Negotiations) will be strictly adhered to.

Where relevant, the provisions of the Financial and Administrative Framework Agreement concluded between the European Union and the selected international organisations shall apply.

It is the responsibility of the implementing organisation to keep the EU Delegations and, where relevant, DG NEAR, fully informed of the planning and implementation of the appropriate milestones specific visibility and communication activities.

The implementing organisation shall report on its visibility and communication actions, as well as the results of the overall action to the relevant monitoring committees.

This action will be communicated externally as part of a wider context of EU support to the country, and where relevant to the Eastern Partnership region in order to enhance the effectiveness of communication activities and to reduce fragmentation in the area of EU communication.

The implementing organisation shall coordinate all communication activities with EU Delegations as well as regional communication initiatives funded by the European Commission, such as EU4Business, to the extent possible. All communication strategies developed as part of this action shall ensure they are in line with the priorities and objectives of regional communication initiatives supported by the European Commission and in line with the relevant EU Delegation's communication strategy under the "EU4Country" umbrella initiative.

APPENDIX - INDICATIVE LOGFRAME MATRIX

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

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	The overall objective of the programme is to support Belarus in implementing actions in key priority areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit.	To be completed at later stage for each individual action financed under this Partnership Facility.				
Specific objective(s): Outcome(s)	<p>1. To support the reform efforts undertaken by Belarus by supporting the design and implementation of strategic actions and by paying particular focus on actions aiming at regional development.</p> <p>2. To enhance the capacity and knowledge base of Belarusian public governmental institutions, state and semi-state enterprises in selected priority areas through transfer of knowledge and EU best practices and by addressing gaps in services to citizens.</p>	To be completed at later stage for each individual action financed under this Partnership Facility.				
Output	1. Strengthened institutional and	To be completed at later stage for each individual action financed under this Partnership Facility.				

	<p>administrative capacities of Belarusian public institutions.</p> <p>2. Successful implementation of actions in key priority areas in line with the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit and strengthened services to citizens.</p>	
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