



Brussels, 6.12.2017  
C(2017) 8257 final

**COMMISSION IMPLEMENTING DECISION**

**of 6.12.2017**

**modifying Commission Implementing Decision C(2015) 6924 final of 7.10.2015 on the Annual Action Programme 2015 Part II in favour of the Republic of Lebanon to be financed from the general budget of the European Union**

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### **modifying Commission Implementing Decision C(2015) 6924 final of 7.10.2015 on the Annual Action Programme 2015 Part II in favour of the Republic of Lebanon to be financed from the general budget of the European Union**

THE EUROPEAN COMMISSION,

Having regard to the Treaty on the Functioning of the European Union,

Having regard to Regulation (EU) No 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<sup>1</sup>, and in particular Article 2(1) thereof,

Having regard to Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002<sup>2</sup>, and in particular Article 84(2) thereof,

Whereas:

- (1) Commission Implementing Decision C(2015) 6924 final of 7.10.2015 approved the Annual Action Programme (AAP) 2015 Part II in favour of the Republic of Lebanon to be financed from the general budget of the European Union.
- (2) It is now necessary to modify the Action 2 ("Technical Assistance for the Government of Lebanon") of the AAP, with a view to changing the implementing modalities, the implementation period and the main activities by adding two supplementary components ('Gender Equality and Women's rights' and 'Supporting national efforts in combatting corruption') with an additional EU contribution of EUR 5 million.
- (3) It is necessary to adopt a financial decision, the detailed rules of which are set out in Article 94 of Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union<sup>3</sup>.
- (4) The measures adopted under this Decision shall be communicated to the European Parliament and to Member States through the European Neighbourhood Instrument Committee established by Article 15 of Regulation (EU) No 232/2014 of the European Parliament and of the Council of 11 March 2014 establishing a European Neighbourhood Instrument<sup>4</sup> within one month of their adoption.

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<sup>1</sup> OJ L 77, 15.3.2014, p. 95.

<sup>2</sup> OJ L 298, 26.10.2012, p. 1.

<sup>3</sup> OJ L 362, 31.12.2012, p.1.

<sup>4</sup> OJ L 77, 15.3.2014, p.27

HAS DECIDED AS FOLLOWS:

*Sole Article*

Commission Implementing Decision C(2015) 6924 final of 7.10.2015 on the Annual Action Programme 2015 Part II in favour of the Republic of Lebanon to be financed from the general budget of the European Union is modified as follows:

1. Article 2, paragraph 1, is replaced by the following provision:

The maximum contribution of the European Union authorised by this Decision for the implementation of the programme referred to in Article 1 is set at EUR 30 million and shall be financed from budget lines 21.030101 (EUR 5 million) and 21.030102 (EUR 20 million) of the general budget of the Union for 2015 and from budget line 22 04 03 03 of the general budget of the Union for 2017.

2. Annex 2 is replaced by the Annex attached to this Decision.

Done at Brussels, 6.12.2017

*For the Commission*  
*Johannes HAHN*  
*Member of the Commission*



This action is funded by the European Union

**ANNEX**

**of Commission Implementing Decision modifying Commission Implementing Decision C(2015) 6924 final of 7.10.2015 on the Annual Action Programme 2015 Part II in favour of the Republic of Lebanon to be financed from the general budget of the European Union**

**Action Document for "Technical Assistance for the Government of Lebanon"**

<b>1. Title/basic act/ CRIS number</b>	"Technical Assistance for the Government of Lebanon" financed under European Neighbourhood Instrument. CRIS: ENI/2015/38-212			
<b>2. Zone benefiting from the action/location</b>	Lebanon			
<b>3. Programming document</b>	Single Support Framework for EU Support to Lebanon (2014-2016) and (2017-2020)			
<b>4. Sector of concentration/ thematic area</b>	Public sector policy and administrative management			
<b>5. Amounts concerned</b>	Total estimated cost: EUR 10,000,000 Total amount of EU Budget contribution EUR 10,000,000			
<b>6. Aid modality(ies) and implementation modality(ies)</b>	Project Modality Component 1: Direct management – Procurement of services Components 2 : Indirect Management / Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Component 3: Indirect Management / France Expertise Internationale (FEI)			
<b>7a) DAC code(s)</b>	15110			
<b>b) Main Delivery Channel</b>				
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including	<input type="checkbox"/>		x

	Women In Development)			
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	x	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	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"/>
<b>9. Global Public Goods and Challenges (GPGC) thematic flagships</b>	N/A			

## SUMMARY

In a tense regional environment the Government of Lebanon is challenged in a range of areas - from securing its borders, maintaining stability and peace in the face of the Syrian refugee crisis while keeping the economy healthy and infrastructure intact, to coping with an absent president and postponed elections. The EU has given considerable technical assistance to Lebanon over the past decades and further assistance to numerous areas is still needed. The aim of the programme is to contribute to improving good governance and strengthen the capacities for administrative and institutional reform within the Lebanese public administration, and contribute to achieving the objectives of the EU-Lebanon Partnership, Cooperation Action Plan 2013-2015 and the EU-Lebanon Partnership Priorities / Compact Commitments 2016-2020 under the revised European Neighbourhood Policy.

Components 2 and 3 of this programme relate to the 5M€ ‘Umbrella Funds’ granted to Lebanon in 2017 on the base of progress on Governance and Human Rights in the country. These components will support the implementation of national strategies on gender equality and women’s rights (component 2) and combating corruption (component 3) and as such have a strong political value in promoting highly sensitive reform agendas. *These are priorities high on the new government's agenda, where ministries for Women's Affairs and Anti-Corruption, respectively, have been established.* The implementation will be done via two interlinked but independent programmes considered as pilot actions.

Due to the chronic institutional and political instability, this programme will be designed to be flexible to accommodate to evolving institutional and policy environments.

# 1 CONTEXT

## 1.1 Sector/Country/Regional context/Thematic area

Lebanon is a fragile state characterised by weak institutions that are prey to entrenched confessional divisions. This makes the adoption and implementation of key Government policies difficult. Furthermore, the political system is designed to cement multi-confessional co-existence through checks and balances that provide for short-term stability but restricts the scope for reform.

Since the 1990 armistice, Lebanon has been continuously subject to enormous internal and external pressures and shocks, including the ongoing presence of Palestinian refugee camps, outbreaks of conflict with Israel, politically-sponsored internal violence and terrorist attacks. The current regional political dynamics have added significantly to those pressures and shocks, with a refugee influx which has swollen the country's population (generating serious social and economic pressures), and the increasing displacement of the Syrian conflict – and its wider regional and global underpinnings – to Lebanon. These dynamics together threaten to stress Lebanon's fragile politico-social equilibrium to breaking point.

The most pervasive risks relate to the spill-over from the conflict in Syria, with mounting concern for its potentially destabilising effect on Lebanon. The Syrian crisis has led to further polarisation and weakening of governance, with the postponement of elections scheduled for November 2014 severely limiting the scope for legislative process or policy formulation and implementation, such as the vacuum of the office of President.

Corruption is a prevailing problem in the country permeating both public and private sectors. Although Lebanon became a party to the United Nations convention for combatting corruption UNCAC on 22 April 2008, it ranked 136 (out of 175) in the 2016 Corruption Perceptions Index reported by Transparency International. Progress has been hindered by a lack of institutional reforms.

The declaration of the new Government at the end of 2016, features highly the fight against corruption and the need to build stronger and more efficient institutions. For the first time, a Minister of State was appointed with a mandate for combatting corruption. In February 2017, the Parliament adopted the 'Access to information Law' (submitted for the first time as draft in in 2011). The Ministry is currently working on the draft National Strategy for fighting corruption, which included recommendations for reinforcing the role and capacity of all relevant control bodies (e.g Central Inspection Body, Court of Audit,etc).

With regards Gender equality and Women's rights, the country faces major challenges despite advances on such agenda. These include significant lack of engagement and representation of women in political life, unequal economic situation of women and men, high levels of Gender Based Violence (GBV). IN addition, there is a systematic lack of sex-disaggregated data collection, including surveys on Gender Based Violence (GBV). The establishment of a new ministry addressing women's affairs is considered as a strong political step in governmental efforts in correcting this imbalance.

### *1.1.1 Public Policy Assessment and EU Policy Framework*

Although major political and economic reforms remain stalled by the lack of political consensus, the stability and good governance of the country remain at the centre of the discourse of the national authorities, as reflected in the priorities agreed under the new Action Plan for EU-Lebanon Partnership and Co-operation (2013-2015), in the Single Support Framework (SSF) for the period 2014-2016 and its successor for the years 2017-2020 and the EU-Lebanon Partnership Priorities / Compact Commitments 2016-2020 under the revised European Neighbourhood Policy.

Some important recent political achievements were noted in relation to i) the election of President Aoun in October 2016 after prolonged deadlock of 2 1/2 years without a Head of State; ii) the formation of a new government led by Prime Minister Hariri in December 2016; iii) the endorsement of a new electoral law by parliament on 16 June 2017 on the basis of which parliamentary elections will take place by May 2018. The new 30-minister government included new portfolios allocated to State Ministers for Combatting Corruption and for Women Affairs.

### *1.1.2 Stakeholder analysis*

The lack of political stability has slowed down major needed political and economic reforms, causing among others important lack of provision of basic services to the Lebanese population through efficient infrastructure. Other major consequences include the Lebanese Government and Parliament not adopting a budget in a decade, while most public institutions are understaffed, underfunded and their civil servants struggle with salaries that have not kept up with inflation. The lack of an approved budget has also led to the absence of a national development strategy, unclear or incomplete legislative and institutional frameworks that generate scattered responsibilities and multiple key stakeholders within a sector, lack of updated sector strategies and structured sector budget frameworks. The EU has given considerable technical assistance to Lebanon over the past decades. For instance, in recent years the EU has provided assistance to the Office of the Minister of State for Administrative Reform (OMSAR), the Council for Development and Reconstruction CDR, the Ministry of Agriculture, Ministry of Education and others public administration entities. In numerous areas the Government is in need of further support.

The main stakeholders and direct beneficiaries of the proposed action will be the Ministries, other Government structures and the public administration, including State control bodies and institutions working on gender equality and women's rights, thereby indirectly benefitting to the Lebanese citizens. The intention is that, to the extent possible, the interventions should be demand driven according to the needs of the Government of Lebanon and its public administration, and respond to the priorities identified in the EU-Lebanon Partnership and Cooperation Action Plan 2013-2015 and the EU-Lebanon Partnership Priorities / Compact Commitments 2016-2020 under the revised European Neighbourhood Policy. The EU Delegation has identified a number of areas where support could be possible, some of them through demands initiated by the Government of Lebanon.

The Government recently requested renewed assistance in its effort to better coordinate aid in Lebanon and to improve its administrative system and information

management system of ongoing donor activity in the country. Indeed, the majority of the coordination is currently performed by UN agencies and donors on a sector basis. However, the Government has recently showed renewed interest in aid coordination, both with regard to humanitarian support which falls under the mandate of the Ministry of Social Affairs, and development support, which is led by the Council for Development and Reconstruction (CDR). Actions could be implemented to provide the Government with the necessary capacity to perform aid coordination, not only for bilateral assistance but also for the assistance provided in the context of the Syrian crisis.

Support could also be provided to complement the on-going EU project "Policy Planning & Governance", which gives short-term support to tackle the broader aspects of administrative reform, and the support provided to the Lebanese Parliament to develop policies and tools for improved quality of regulations issued by parliamentarians. A possible intervention could be to pilot some of the short-term activities identified through the on-going support, such as application of regulatory development policies and tools, to the involved Ministries.

Indicatively, technical assistance can also be envisaged to support the implementation of policies or strategies within the rural tourism, electricity, trade, water and agriculture sectors, as well as the gender and anti-corruption agendas. It can also include limited provision of tools and equipment to ensure the proper functioning of relevant ministries and public bodies.

Civil society is also a key stakeholder in the programme linked the anti-corruption and gender agendas due to their involvement in policy making processes, its role in advocacy and as watchdog as well as its capacity for outreach and implement specific actions

### *1.1.3 Priority areas for support/problem analysis*

Areas for support among the priorities for action in the 2013-15 EU-Lebanon Action Plan and the EU-Lebanon Partnership Priorities / Compact Commitments 2016-2020 under the revised European Neighbourhood Policy:

Component 1.- Technical assistance in support of Administrative support.

- A. Reforming the justice system (including the prisons segment) toward greater efficiency, effectiveness, and independence of the judiciary
- B. Election reform aiming to achieve international standards and enhancement of the effectiveness of the Lebanese Parliament
- C. Human rights and protection of vulnerable populations, including Palestinian refugees, by legislation or other adequate measures and targeted actions
- D. Enhancement of public finance management and effective allocation of public resources
- E. Improving efficiency, good governance and transparency of public administration
- F. Improved security sector management and law enforcement, including cooperation, accountability and oversight mechanisms, and advancing integrated border management



- G. Increasing trade competitiveness and further trade integration in EU and international markets, WTO accession
- H. Improvement of business environment, particularly for MSMEs, and development of domestic market conditions in key sectors
- I. Enhancing production and marketing of agricultural products in line with international standards, advancing liberalisation, raising competitiveness, and developing rural economy
- J. Enhancing environmental protection and advancing sustainable regional development through greater decentralisation and empowerment of municipalities and local authorities
- K. Implementation of the National Education Strategy, improving technical and vocational training
- L. Enhancing provision of social protection and health care
- M. Implementation of an energy strategy aimed at extending power supply, launching a structural reform and promoting renewable and low-carbon energy use and energy efficiency.

Component 2.-

- N. Support to the government's efforts in gender equality and women's rights, including the implementation of the National Strategy for Gender equality (2017-2030) in areas such as combating violence against women and women's economic empowerment and support to civil society.

Component 3.-

Support to the government's efforts in combatting corruption, including the implementation of the National Strategy for fighting corruption and support to civil society in that respect.

For Component 1, the further objectives specified in the Annex of the EU-Lebanon Action Plan could also help identifying possible areas of support for the programme:

1. Political Reform and Dialogue
2. Reform and cooperation in the field of justice, freedom and security
3. Economic and social reform, sustainable development
  - a. Economic and financial reform
  - b. Social and migration issues, sustainable national and regional socio-economic development
4. Trade-related issues, market and regulatory reform
  - a. Industry, trade and services
  - b. Market, competition and business environment
  - c. Customs and taxation
5. Education and research, information society, civil society and culture

- a. Education, science and technology, research and development, innovation and information society
  - b. Youth and sports, civil society, culture, and people-to-people contacts
6. Agriculture and fisheries
  7. Transport, energy and environment

## 2 RISKS AND ASSUMPTIONS

<b>Risks</b>	<b>Risk level (H/M/L)</b>	<b>Mitigating measures</b>
Security environment deteriorates	H	Maintain vigilance, flexible design and alternative scenarios
Ministries won't make full use of the technical assistance	M	Reinforce dialogue with the Government, make sure that the activities remain in line with the needs throughout the political changes (hence the need for flexibility)
Foreign experts aren't issued necessary permits to enter Lebanon	M	Engage more with the Ministry of Labour and with General Security
Institutional changes, such as the non-continuation of the newly established ministries (Women's Affairs and Combatting corruption)	H	Engaging with other existing stakeholders working on the relevant areas of intervention
<b>Assumptions</b>		
There is a minimum consistency in the different policies to allow our programme to remain relevant.		

## 3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

### 3.1 Lessons learnt

This action is a response to the need for support to public administration capacity building expressed by the Government of Lebanon. A range of projects on supporting the Government have been completed in recent years, benefitting the Council for Development and Reconstruction and the Office of the Minister of State for Administrative Reform. The EU Delegation has learned that for successful reform a political will is necessary. Given the entrenched confessional divisions in the country, this can be a challenge. This action will offer technical assistance in those areas where reform faces negligible political hurdles.

As for regulatory development, positive results were obtained from past experience in improving draft regulations by making them available for public consultation. A SIGMA (Support for Improvement in Governance and Management in Central and Eastern European Countries) mission has demonstrated the high relevance of the

analysis of regulatory development policy, quality of regulations and consultation with civil society to the needs of various stakeholders and beneficiaries. EU and other donors' support showed that regulatory development operates within a relatively liberal framework. It has also shown that stakeholders can play a key role as catalyst for change. Support has enabled an empowered civil society to work more efficiently.

Lebanese authorities often change policy. The Ministry of Education is a case in point. In June 2014, the Government laudably launched its "Reaching All Children with Education" (RACE) policy to respond to the crisis. But despite ambitious goals for enrolment of refugee children into public schools the number of enrolled children was reduced, mainly due to lack of implementation modalities.

Work on "demand-driven" actions that respond to the actual needs in the country in close coordination and collaboration with relevant stakeholders. This must be accompanied with a strong political will and solid engagement of all parties.

### **3.2 Complementarity, synergy and donor coordination**

The action is in line with the ENP Action Plan, with Priorities of the Single Support Framework (SSF) for the period 2014-2016 and the EU-Lebanon Partnership Priorities / Compact Commitments 2016-2020 under the revised European Neighbourhood Policy which foresee an envelope for complementary support to capacity development and institution building in the Lebanese administration

Coordination and synergies will be ensured with other technical assistance programmes to the Government (past and on-going), such as:

- a) the Support programme for the infrastructure sector strategies and alternative financing (SISSAF) programme<sup>1</sup>, which aims to improve the efficiency and effectiveness of service delivery and financial sustainability in three Lebanese infrastructure sectors i.e. water, energy and land transport.
- b) the programme 'Gender Equity and Empowerment of Women' in Lebanon (GEWE), which aims at providing support for building and strengthening the National Commission for Lebanese Women (NCLW)'s internal governance processes and technical capacity to promote women's human rights and gender equality

Coordination and synergies will also be ensured with SIGMA and TAIEX which has been giving short-term support to public administration reform efforts in Lebanon. The SIGMA and TAIEX programme can also be beneficial in supporting the Government in Lebanon in identifying interventions to be financed through the Technical Assistance Facility.

### **3.3 Cross-cutting issues**

The action will enhance good governance in Government structures. There is furthermore an opportunity for increasing women's participation in Government by ensuring their access to the programme's capacity building measures for public service as well as gender mainstreaming in public sector strategies and policies.

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<sup>1</sup> C(2010)7440.

## **4 DESCRIPTION OF THE ACTION**

### **4.1 Objectives/results**

The overall objective is to contribute to the modernisation, stabilisation and good governance of public administration in Lebanon. The specific objective is to respond to needs for Technical Assistance expressed by the Government of Lebanon in line with the priorities of the EU-Lebanon Action Plan. The programme will also promote engagement of civil society, in particular in components 2 and 3 on gender and anti-corruption, and will including capacities building of civil society organizations. A Project Steering Committee (composed of the Council for Development and Reconstruction, Office of the Minister for Administrative Reform (OMSAR), the European Commission and any other appropriate Ministries and Lebanese public institution) will specify the projects to be financed and implemented under this Decision.

The expected results will depend on the nature of the interventions, but will always correspond to the main objective of improving good governance of the Lebanese public administration and where applicable, promote the engagement of civil society. The already identified results are:

- Efficient and well-informed decision and policy-making processes have improved;
- Accountability and transparency towards the Lebanese citizens have increased through a strengthened management and specific anti-corruption systems are in place ;
- The capacity of the Government of Lebanon for performing aid coordination is enhanced.
- Role and capacities of relevant stakeholders have improved (ministries, national institutions, civil society) in relation to gender and anti-corruption agendas.
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### **4.2 Main activities**

Activities can include but are not limited to:

**Component 1:** Technical Assistance in support of administrative reform:

- High-level expertise on legal, administrative and financial matters.
- Institutional and organisational assessments and studies.
- Exchange with counterparts from the EU and/or Arab countries in the region.
- Providing training facilities, workshops, seminars and conferences.

**Component 2:** Gender Equality and women rights (specifically in combating violence against women and women's economic empowerment):

- Capacity building targeting national institutions (including municipalities) and civil society organizations to implement national priorities on combatting violence against women and economic empowerment.

- Promote coordination mechanisms among relevant government stakeholders, and between government and civil society in order to ensure effective, timely and constructive joint work and exchange of information in relation to priorities mentioned above
- Specific support to CSOs to implement projects on the above mentioned priorities.
- Reinforce the Gender Equality Observatory in its role for defining existing gaps in gender equality

**Component 3:** Supporting national efforts on combatting corruption:

- Support capacities of the specific bodies entrusted by law to fight corruption, such as Central Inspection body and Court of Auditors.
- Support Government institutions (Ministry for Anti-Corruption and others) in implementing the National Strategy for fighting corruption (once approved), including provision of assistance for the future establishment of the independent national anti-corruption Institution.
- Awareness raising and information campaigns on citizen’s rights, promotion of principles of transparency and good governance, and the implementation of laws promoting transparency and accountability (such as the ‘Access to Information law’, endorsed by Parliament in early 2017).
- Develop and strengthen capacities of Civil Society Organizations (CSOs) and Community Based Organizations (CBO's)

### **4.3 Intervention logic**

For Component 1, the intention is to establish and implement a Technical Assistance Facility to provide standing, demand driven training, technical and legal assistance on public administration related issues.

The assistance provided would cover a wide range of issues depending on need and context, in line with the EU-Lebanon Action Plan priorities and in complementarity with EU's on-going support and the three sectors of intervention in the SSF and the EU-Lebanon Partnership Priorities / Compact Commitments 2016-2020 under the revised European Neighbourhood Policy The programme will define the modalities for the deployment of the technical assistance during its inception phase.

For Component 2 and 3 on gender equality and women’s rights and anticorruption, two independent programmes will provide technical assistance to relevant ministries, public bodies and civil society organizations aiming at enhancing capacities and improving inter-institutional coordination and information sharing. The actions will also support pilot projects to be implemented by CSOs via subgrants.

Interventions will be flexible and the methodology will be proposed in more details based on the results of inclusive needs assessments which will involve all stakeholders and in complementarity with EU and other donors’ interventions

## 5 IMPLEMENTATION

### 5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 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 4.1 will be carried out and the corresponding contracts and agreements implemented, is 84 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

#### 5.3.1 Component 1.- Procurement (direct management)

Subject	Type	Indicative number of contracts	Indicative trimester of launch of the procedure
Technical assistance	service	1	Q2 – 2016

#### 5.3.2 Components 2 and 3 - Indirect management with pillar assessed institutions (GIZ and FEI, respectively)

A part of this action may be implemented in indirect management with pillar assessed institutions in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012.:

- Component 2 – Gender Equality and Women's rights: *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)*

- Component 3 – Supporting national efforts in combatting corruption: *France Expertise Internationale*

This implementation entails supporting the ministries, control bodies and public institutions in fighting corruption, promoting good governance and enhancing gender equality and women's rights in Lebanon and includes civil society as participants and beneficiaries of the Action.

This method of implementation is justified due to the longstanding experience from both agencies in each of the corresponding areas of intervention (GIZ on gender, FEI on Anti-corruption, Transparency and Accountability). Both agencies have permanent presence in Lebanon and count on qualified staff. They are both members of the EUNIDA Network, therefore they count and are able to deploy a wide range of European expertise. Both agencies have the capacity to launch Calls for Proposals and tenders for procurement contracts. In

addition, they have built up collaborative partnerships with civil society through a consolidated network of CSOs.

The implementers chosen shall provide the following:

- Access to a wide resource base of relevant sector and geographical expertise at short notice;
- Flexible implementation mechanisms for operations in fragile settings like Lebanon;
- Ensure greater visibility for European technical assistance;
- Trust on extensive expertise in the field of good governance.
- Possibility of sub-granting with NGOs.

The entrusted entity would carry out the following budget-implementation tasks: supervise and manage undertaking of the action and enter into contracts and/or Grant Agreements in accordance with its policies and procedures.

**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.

**5.5 Indicative budget**

	<b>EU contribution (amount in EUR)</b>	<b>Indicative third party contribution</b>
5.3.1 Procurement (services) (Component 1)	<b>4,925, 000</b>	
5.3.2 Indirect management (Component 2)	<b>2,475,000</b>	
5.3.3 Indirect management (Component 3)	2,475,000	
Monitoring, Evaluation & external audit	125,000	
Totals	10,000,000	

**5.6 Organisational set-up and responsibilities**

The Commission will be the contracting authority. The EU Delegation will be responsible for the management of the programme and will monitor its overall implementation. The Delegation will be the focal point for any communication issuing from the Contractor or the Beneficiary Institutions.

A Project Steering Committee (composed of the Council for Development and Reconstruction, the Office of the Minister for Administrative Reform (OMSAR) , the European Commission and any other appropriate Lebanese public institution and

representatives of civil society if appropriate) will specify the projects to be financed and implemented under this Decision.

### **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 Contractor's responsibilities. To this end, the Contractor shall establish a technical and financial monitoring system 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 (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of 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 will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for accountability and learning purposes at various levels (including for policy revision).

The Commission shall inform the Contractor at least one month in advance of the dates foreseen for the evaluation missions. The Contractor 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 Contractor 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 the Financing Agreement.

### **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 the Financing Agreement.

### **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 by the Contractor and the implementing agency.

For components 2 and 3, the programme will support awareness raising campaigns which will act as channels to make visible the European's Union commitment in supporting Lebanon on promoting gender equality and women's rights and fighting corruption. In terms of legal obligations on communication and visibility, the measures shall be implemented by the Contractor with the support, where necessary, of the Commission and the partner country. Appropriate contractual obligations shall be included in the service contract and procurement contract.

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 LOGFRAME MATRIX (FOR PROJECT MODALITY)<sup>2</sup> TO BE REVISED ACCORDING TO 4.1 AND 4.2**

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 without an amendment to the financing decision. The indicative logframe 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.

*[logframe will be revised at the end of the inception phase and if needed in the course of implementation, especially in reference to components 2 and 3)]*

	<b>Intervention logic</b>	<b>Indicators</b>	<b>Baselines (incl. reference year)</b>	<b>Targets (incl. reference year)</b>	<b>Sources and means of verification</b>	<b>Assumptions</b>
<b>Overall objective: Impact</b>	To establish an effective, efficient and transparent public administration in Lebanon that constructively engages in socio-economic development.	Strategic sector plans are developed and implemented  Level of Government implication/engagement in the socio-economic reform process	Studies/analysis is drawn from the Ministries' strategies over the past 3 years	Indicators are achieved during course of implementation	To be drawn from the partner's institutions.	Government shows commitment to the reform process

<sup>2</sup> Mark indicators aligned with the relevant programming document mark with '\*' and indicators aligned to the EU Results Framework with '\*\*'.

<p><b>Specific objective(s):</b> <b>Outcome(s)</b></p>	<p>To strengthen institutional, technical and administrative capacity of the Lebanese administrations in line with the priorities of the EU-Lebanon Action plan</p> <p>Efficient and well-informed decision and policy-making processes have been improved.</p> <p>Accountability and transparency towards the Lebanese citizens through a strengthened management and administrative system has increased.</p> <p>The capacity of the Government of Lebanon for performing aid coordination has been enhanced.</p>	<p>Number of institutional and legal frameworks adopted in relation to Government reform strategies</p> <p>Number of Government processes re-engineered to facilitate business using upgraded level of Information and Communication Technologies (ICT)</p> <p>Number of reform initiatives undertaken by Lebanese Governmental institutions</p>	<p>Policies and mechanisms developed and adopted by the Government.</p>	<p>Lebanese public administration launches reform within duration of this project</p>	<p>ENP Progress Reports on Lebanon</p> <p>Contractor's regular reports</p>	<p>Government allocates sufficient human resources for institutional and technical capacity building</p>
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