



**ANNEX I**

of the Commission Implementing Decision on the Annual Action Programme 2016 in favour  
of the Republic of Belarus

**Action Document for Technical Cooperation Facility (TCF)**

**INFORMATION FOR POTENTIAL GRANT APPLICANTS**

**WORK PROGRAMME FOR GRANTS**

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

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

and in the following section concerning grants awarded directly without a call for proposals:

5.3.2. Grant: direct award to the OSCE Office for Democratic Institutions and Human Rights (ODIHR) (direct management)

5.3.3 Grant: direct award to the World Bank (direct management)

<b>1. Title/basic act/ CRIS number</b>	Technical Cooperation Facility (TCF) CRIS number: ENI/2016/039-378 financed under European Neighbourhood Instrument	
<b>2. Zone benefiting from the action/location</b>	Belarus The action shall be carried out at the following location: country wide	
<b>3. Programming document</b>	Multiannual Indicative Programme for EU support to Belarus (2014 – 2017)	
<b>4. Sector of concentration/ thematic area</b>	Complementary support for capacity development	DEV. Aid: YES
<b>5. Amounts concerned</b>	Total estimated cost: EUR 6 026 315.79	

	This action is co-financed by grant beneficiary for an indicative amount of EUR 26 315.79 Total amount of EU budget contribution EUR 6 000 000			
<b>6. Aid modality(ies) and implementation modality(ies)</b>	Project Modality Direct management: <ul style="list-style-type: none"> <li>• grants – calls for proposals (Twinning)</li> <li>• grants – direct award</li> <li>• procurement of services</li> </ul>			
<b>7 a) DAC code(s)</b>	15110 – Public Sector Policy and Administrative Management 15112 – Decentralisation and support to subnational government 24010 – Financial Policy and administrative management 25010 – Business support services and institutions			
<b>b) Main Delivery Channel</b>	<i>World Bank - 44001</i>			
<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"/>	X	<input type="checkbox"/>
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	X	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	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"/>
<b>9. Global Public Goods and Challenges (GPGC) thematic flagships</b>	n/a			

#### SUMMARY

The Belarusian government has realised its economy is prone to structural weaknesses and has suffered from the impacts of the global crisis, an over-dependence on Russia. It therefore needs to make the economy more resilient to external shocks and restore the potential for high growth. This requires deep and comprehensive market reforms, deregulation, liberalisation and restructuring. This Action provides a facility to support and respond to the needs and demands of the Belarusian government, and will support the country in implementing

structural and institutional reforms and capacity building. The chosen modalities (service contract, (direct) grants) allow to address all requests with specialised expertise and training.

The specific objectives are:

- 1) To support and smoothen the implementation of structural and institutional reforms in selected areas;
- 2) To enhance the capacity and knowledge base of Belarusian public governmental institutions, state and semi-state enterprises in selected priority areas through policy advice;
- 3) To promote good governance, justice, gender equality and rule of law.

## **1. CONTEXT**

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

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

The economic environment in Belarus in recent years has been characterized by a persistent slowdown in GDP growth, volatility in key economic indicators, and vulnerability to external shocks. After a period of high growth (averaging 8.6 percent per year during 2000-2008), anchored on strong external demand and large energy subsidies from Russia, the impact of the global economic crisis of 2008-2009 resulted in a lower export demand and reduced access to foreign financing, in turn resulting in a persistent current account deficit averaging 9.4 percent of GDP during 2009-2014. Cumulative inflation during this period amounted to 415 percent, partly owing to a 51 percent real depreciation of the Belarusian ruble (BYR) against the US dollar. As a result, the dollarization of household financial assets, namely foreign currency deposits, remained high at over 70 percent at end 2014.

Belarus accumulated substantial external debt mostly through loans from multilateral lenders and through the issuance of Eurobonds to support the balance of payments. Total public and publicly guaranteed debt grew from 13 percent of GDP in 2008 to 46.2 percent by the first half of 2015. Additional issuance of FX-denominated bonds on the domestic market also contributed to the accumulation of the public and publicly guaranteed debt. Belarus is facing substantial refinancing needs as the redemption profile for public debt reveals a sizeable maturity concentration in the medium and long term due to maturing Eurobonds in 2018, repayments to Russia, China and Eurasian Fund for Stabilization and Development (EFSD). Meeting foreign debt repayments of at least USD 3.3 billion in 2016 and USD 2.8 billion in 2017 will be challenging for the Government in the current environment, especially given heightened risk aversion of investors in sovereign debt markets and high cost of capital for Belarus.

These imbalances were addressed through a one-off adjustment of the exchange rate in the context of an IMF SBA (2009-2010) and suppression of domestic demand, but later derailed by resumption of fiscal and monetary expansion. In late 2014, a rapid weakening of the Russian Ruble (RUR) triggered additional demand for foreign exchange putting pressure on the BYR. Short-lived, ineffective capital controls were introduced in December 2014 to contain this demand. Eventually, controls were eliminated and the BYR depreciated by 23 percent relative to the US dollar in January 2015. This trend continued throughout 2015 to yield a 34 percent real depreciation of BYR against the USD during the year.

As expected, GDP growth turned negative from 1.6 percent in 2014 to -3.9 percent in 2015. Economic crisis in Russia and Ukraine has once more exposed underlying vulnerabilities of Belarus' economy and the country is expected to remain in recession in 2016. The recession in Russia, Belarus' main trading partner, reduced demand for manufactured goods, leading to a sharp rise in inventory level and cut in the industrial activity. During the first half of 2015, goods exports to Russia fell by 34.2 percent year-on-year in dollar values, while total exports dropped by 26.2 percent. At the same time, the room for policies to stimulate domestic demand through credit and wage growth—the main tools of stimulus in the past—has shrunk. With economic weakness resulting in lower fiscal revenues, expenditures were curtailed to sustain fiscal discipline. This is a noteworthy departure from policies during previous episodes of instability, particularly during a Presidential election year. As a result, the general government budget remained in surplus of 3.9 percent of GDP in the first half of 2015, even as economy contracted. However, officially reported data on the budget surplus—against a background of a contracting economy—do not reflect certain quasi-fiscal activities, most notably the directed lending under government programs. If these activities are properly accounted for, a small deficit emerges.

The authorities have turned their attention to the structural weaknesses in the economy and the impacts of the global crisis and Belarus' over-dependence on Russia, with the objective of making the economy more resilient to external shocks and restoring the potential for high growth. To support this intention to address accumulated distortions in the economy, the authorities worked with the World Bank to produce in March 2015 a Roadmap for Structural Reforms in Belarus, which subsequently provided a basis for seeking programs with the Eurasian Fund for Stabilization and Development (EFSD) and with the IMF. A USD 2 billion program with the EFSD was signed in March 2016, and the first tranche of USD 500 million was distributed shortly after. Negotiations with the IMF are ongoing. The Government, however, already started taking a number of measures elaborated in the Roadmap, including liberalization of prices of socially important goods and services, reducing volume of new directed lending, developing social safety nets as well as several rounds of increases in the utility tariffs.

### *1.1.2. Stakeholder analysis*

As this programme is directed towards support in structural reforms in Belarus and to support the growth of the Belarusian economy, the Ministry of Economy is by far the most relevant partner. The Ministry of Economy is not only at the core of the economic policy of the country, but also key to structural reforms such as price and tariff liberalisation, privatisation, investment policy, etc. Also the large state and semi-state enterprises are managed by this ministry.

A number of other ministries and other beneficiaries will be targeted as well, depending on the specific intervention. These will include Ministry of Finance; Ministry of Industry; Ministry of Energy; Ministry of Natural Resources and Environmental Protection; 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 such as, but not exclusively, state universities, judicial authorities, the Parliament.

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

The government of Belarus is facing the challenge of implementing deep structural reforms. Economic decline, combined with falling competitiveness and export demand, lack of budget resources and growing debts call for structural changes. The necessity of such changes is confirmed by such various external Belarusian donors as the IMF, World Bank (WB), EBRD and the Eurasian Development Bank.

Currently Belarus is negotiating with the IMF a new 3 year loan of USD 3 billion. The principal conditionality for such a loan is the readiness for deep and comprehensive structural reforms. The WB in tight cooperation with the IMF has developed a road map for the reforms. The Belarusian government has expressed its principal readiness to implement them; however, with relevant adaptation of social measures/compensations. The government has also adopted a program of full cost recovery utility tariffs for households until 2018, which are at present heavily subsidised.

This Programme 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. The support will include policy advice, ad-hoc expertise, trainings and possibly exchange visits to these organisations and its staff in order to support reforms and painful 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 and other official/state bodies and authorities. 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.

## **2. RISKS AND ASSUMPTIONS**

<b>Risks</b>	<b>Risk level (H/M/L)</b>	<b>Mitigating measures</b>
Political willingness to see reforms lacks conviction and therefore translation into effective measures does not happen	M	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. Activities under this programme should mainly be the result of a strong interest of the authorities.
Passivity of officials, businesses, limited functional capabilities of	M	Timely planning and consultation at each step of project implementation with the

central and local authorities		programme Steering Committee and relevant stakeholders.  Demand driven approach of the programme; information and public awareness campaign will further reduce risk.
<b>Assumptions</b>		
<ul style="list-style-type: none"> <li>▪ The authorities engage into a meaningful reform process.</li> <li>▪ Sufficient institutional capacity/maintenance of key leadership and technical staff as well as strong planning, implementation and coordination capacity in beneficiary institutions.</li> </ul>		

**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, i.e. Terms of Reference should be prepared in close cooperation with the relevant Belarusian authorities.
- Despite the robust administrative system and management of Belarus, state institutions are not always used to working together. There is often competition for resources and reluctance to take responsibility for unpopular decisions, as well as delays in the decision making process. As a result, technical assistance tends to be more efficient when there is only one beneficiary (the Ministry and its institutions).
- Projects should have a rather simple design and should not have too ambitious goals / slogans as the government may be reluctant to implement them. 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.

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

Belarus on a regular basis cooperates with different international organisations: European Commission, United Nations Development Program, World Bank, EBRD, SIDA, USAID, GEF, etc. However, as most donors have their own narrow field of working with Belarus and coordinate closely with each other, the risk for duplication of activities is limited. For example, the EU (EC) together with UNDP in its work with Belarus concentrates mainly on environmental and local/regional development issues. USAID and IFC finance mainly private business and business associations. The EBRD core activities are the banking sector and

infrastructure (solid waste, waste water treatment plants). SIDA is dealing mainly with environmental issues. The World Bank is active in macroeconomics, privatisation, energy sector reforms, updating of energy infrastructures, waste management projects (via loans).

The Delegation will closely coordinate with all relevant donors regarding possible implementation of all programme activities.

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

This programme will support aspects such as good governance, rule of law, human rights, gender related development and people-to people contacts with a number of other cross-cutting issues. 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 climate change, which leads to a reduction of carbon emissions. Energy efficient and environmentally friendly management is an element of good governance which should be improved as a result of this programme.

The programme will also ensure effective public participation of the private sector and civil society in the sector. Social and economic development will be tackled as the programme may support local communities and enterprises in chosen areas, creating new "green" patterns in production, consumption and public procurement, reduce the dependency on export incomes; as well as by providing new skills and local expertise via training.

The reforms in the country will have a massive impact on the population at large, which requires a gender sensitive approach. This will especially be the case for issues related to increased utility tariffs or the employment situation as a result of rationalisations at large state owned enterprises.

## **4. DESCRIPTION OF THE ACTION**

### **4.1. Objectives/results**

**Overall objective:** To support Belarus in implementing structural and institutional reforms.

**The specific objectives are:**

- A) To support and smoothen implementation of the structural and institutional reforms in the selected areas;
- B) To enhance the capacity and knowledge base of Belarusian public governmental institutions, state and semi-state enterprises in selected priority areas through policy advice.
- C) To promote good governance, justice, gender equality and rule of law.

The following main results are expected: 1) strengthened institutional and administrative capacities of Belarusian public institutions in selected priority areas to implement structural and institutional reforms and 2) higher attention and better understanding of European standards, practices, approaches and legislative basis in the sphere of justice, rule of law, gender equality and governance.

## **4.2. Main activities**

### **Component A: Support to structural and institutional reforms**

**Component A** will include various activities which are aimed at supporting structural reforms implementation. This Component will consist of different studies and policy recommendations, trainings and possible exchange visits in the selected ministries/state bodies.

The program of technical assistance will be based on findings of additional World Bank analytical work which the authorities have come to value as impartial and constructive suggestions in the past.

#### **Main activities:**

- Assistance to the selected ministries/state bodies in the chosen priorities (indicatively: macro-economic reforms, economic planning, corporate governance, unemployment, restructuring of State Owned Enterprises, financial sector reform, banking stability, WTO accession process, support to SMEs, sustainability of the utilities sector, social protection, the Bologna Process, and any other priorities jointly agreed upon by the Belarusian government, the European Commission, and the World Bank.)
- 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.

#### **Main activities:**

- Provision of specialised ad-hoc expertise and policy advice.
- Support to the Belarusian authorities (Ministry of Justice, Ministry of Foreign Affairs, Ministry of Education, Parliament etc.) in the sphere of good governance, rule of law, human rights, gender equality, justice and in adopting selected parts of EU acquis.

## **4.3. Intervention logic**

The Action is aimed at creating the necessary conditions for effective implementation of the structural and institutional reforms, particularly through targeted policy advice and technical assistance in legal approximation process 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, 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 4.2 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**

### ***5.3.1. Grants: up to 2 calls for proposals for twinning projects (direct management)***

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

The Twinning modality via a call for proposals will be used for one or two actions 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 criterion is the operational capacity of the applicant.

The essential award criteria are the technical expertise of the applicant and the relevance, methodology and sustainability of the proposed action.

(d) Maximum rate of co-financing

The rate of co-financing for Twinning grant contracts is 100%<sup>7</sup>.

(e) Indicative timing to launch the call(s)

First trimester of 2018.

(f) Use of lump sums/flat rates/unit costs

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<sup>7</sup> As provided for in the Twinning Manual

Twinning contracts include a system of unit costs and flat rate financing, defined in the Twinning Manual, for the reimbursement of the public sector expertise provided by the selected Member States administrations. The use of this system of unit costs and flat rate financing, which exceeds the amount of EUR 60 000 per beneficiary of a Twinning contract, is subject to the adoption of a separate, horizontal Commission decision.

### **5.3.2 Grant: direct award to ODIHR (direct management)**

#### **(a) Objectives of the grant, fields of intervention, priorities of the year and expected results**

Direct grant may be awarded to implement actions jointly prioritised by the Belarusian government and the European Commission, promoting good governance, justice, gender equality and rule of law in line with objectives and results defined under Component B in section 4.1.

#### **(b) Justification of a direct grant**

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to the OSCE Office for Democratic Institutions and Human Rights (ODIHR).

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because this action has specific characteristics requiring a specific type of beneficiary for its technical competence and specialisation in line with Article 190(1)(f) RAP. ODIHR is one of the few bodies that has entered into a constructive dialogue on the topic of good governance, justice, gender equality and rule of law. It has gained the trust of the authorities, which would be paramount for implementing such a programme and due to its own mandate has the required expertise to carry out the foreseen tasks.

#### **(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 maximum possible rate of co-financing for this grant is 95%.

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

(e) Indicative trimester to conclude the grant agreement:

First trimester of 2017.

### ***5.3.3 Grant: direct award to the World Bank (direct management)***

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

A direct grant may be awarded for the implementation of actions in line with objectives and results defined under Component A in section 4.1.

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to the World Bank.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because this action has specific characteristics requiring a specific type of beneficiary for its technical competence and specialisation in line with Article 190(1)(f) RAP. The World Bank is a leading international organisation in Belarus with a broad experience and trustable mandate. The World Bank group's Country Strategy for Belarus for 2014 – 2017 commits to helping reforms in key areas needed for the country to regain competitiveness, maintain macroeconomic stability and sustain growth. Such strategic goals, commitments and engagements with country priorities perfectly well match the objectives of this Programme. As practice shows, implementation of Action is smooth and efficient when Belarusian authorities work with donor organisations which have their own office in the country, understand the country specifics, and which they consider as "reliable" both from professional and organisational points of view.

(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 maximum possible rate of co-financing for this grant is 100%.

(e) Indicative trimester to conclude the grant agreement:

First trimester of 2017.

#### 5.3.4. Procurement (direct management)

Subject in generic terms	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Ad hoc technical assistance	Services	6	Starting 1 <sup>st</sup> trimester 2017

#### 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

	EU contribution (amount in EUR)	Indicative third party contribution (amount in EUR)
<b>Component A – Support to structural and institutional reforms</b>		
5.3.3 Direct grant to the World Bank (direct management)	3 000 000	N.A.
<b>Component B – Policy Advice</b>		
5.3.4 Procurement (direct management)	1 100 000	N.A.
5.3.1 Twinning (direct management)	1 300 000	N.A.
5.3.2 Direct grant to ODIHR (direct management)	500 000	26 315.79

5.8 Evaluation, 5.9 Audit	100 000	N.A.
Totals	6 000 000	26 315.79

## **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 (WB) 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. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

## **5.8. Evaluation**

Having regard to the nature of the action, a mid-term and final evaluation(s) will be carried out for this action or its components via independent consultants contracted by the Commission.

A mid-term evaluation will be carried out for learning purposes. A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the TCF is a new instrument for cooperation with Belarus.

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 Q1 2019 and Q1 2021.

### **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 2021.

### **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 each Contractor.

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.

The Delegation will closely monitor that the visibility of EU support to the programme is ensured by the implementing partners and promote visibility of the programme in its own communication and visibility activities.

## 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:	The overall objective of the programme is to support Belarus in implementing structural and institutional reforms through capacity building in prioritised sectors	To be completed at later stage for each individual action financed under this Technical Cooperation Facility.				
Specific objective(s): Outcome(s)	<ol style="list-style-type: none"> <li>1. To support and smoothen implementation of the structural and institutional reforms in the selected areas.</li> <li>2. To enhance the capacity and knowledge base of Belarusian public governmental institutions, state and semi-state enterprises in selected priority areas through policy advice;</li> <li>3. To promote good governance, gender equality and rule of law.</li> </ol>	To be completed at later stage for each individual action financed under this Technical Cooperation Facility.				

<b>Outputs</b>	<ol style="list-style-type: none"> <li>1. Increased proficiency and competitiveness of the selected companies and state servants</li> <li>2. Strengthened institutional and administrative capacities of the Belarusian public institutions and semi-governmental institutions and organisations in selected priority areas to implement structural and institutional reforms.</li> <li>3. Higher attention and better understanding of European standards, practices, approaches and legislative basis in the sphere of justice, rule of law, gender equality and governance.</li> </ol>	<p>To be completed at later stage for each individual action financed under this Technical Cooperation Facility.</p>
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