

**AGENCE FRANÇAISE DE DEVELOPPEMENT**

**FRAMEWORK AGREEMENT WITH PURCHASE ORDERS**

**For a Media and Communications Agency to implement the Communication and Visibility Plan of the Technical Assistance Programme to Support Reforms in the Water and Wastewater Sector in Lebanon**

**Terms of References**

**TABLE OF CONTENTS**

[1- INTRODUCTION 6](#_Toc88126784)

[1.1 AFD presentation 6](#_Toc88126785)

[1.2 Challenges of the water and wastewater sector in Lebanon 6](#_Toc88126786)

[1.3 Statement of Need 7](#_Toc88126787)

[1.4 Background 8](#_Toc88126788)

[1.5 Communication and Visibility of EU-financed external actionS 9](#_Toc88126789)

[1.6 Communication and Visibility of this Programme 10](#_Toc88126790)

[1.7 Dissemination Objectives 11](#_Toc88126791)

[1.8 SWOT analysis 11](#_Toc88126792)

[2- TARGET AUDIENCES 13](#_Toc88126793)

[3- KEY POSITIONING MESSAGES 15](#_Toc88126794)

[4- OBJECTIVES AND RESULTS 18](#_Toc88126795)

[5- SCOPE OF WORK 21](#_Toc88126796)

[6- LOGISTICS AND TIME 23](#_Toc88126802)

[6.1 Framework agreement with purchase orders 23](#_Toc88126804)

[6.1.1 Methods of consultation 23](#_Toc88126805)

[6.1.2 Places of execution 23](#_Toc88126806)

[6.1.3 Implementation schedule 23](#_Toc88126807)

[6.1.4 Working languages 23](#_Toc88126808)

[6.2 Commencement date, duration, Time Schedule 24](#_Toc88126809)

[6.3 Payment Schedule 25](#_Toc88126810)

[7- REQUIREMENTS 26](#_Toc88126811)

[7.1 Required Experience 26](#_Toc88126819)

[7.2 Personnel 27](#_Toc88126820)

[7.3 Incidental expenditure 28](#_Toc88126821)

[7.4 Intellectual property 28](#_Toc88126822)

[7.5 Use of logos and disclaimers 29](#_Toc88126823)

[7.6 Communication and reporting obligations 29](#_Toc88126824)

[8- PROPOSAL SUBMISSION 30](#_Toc88126825)

[8.1 Offers and applications’ presentation 30](#_Toc88126827)

[8.2 Request for information 32](#_Toc88126828)

[8.3 Sending conditions and deadline for submitting offers 32](#_Toc88126829)

[8.4 Selection Criteria 32](#_Toc88126830)

[Annex 1 - Communication Plan 34](#_Toc88126831)

[Annex 2 – Action Plan 48](#_Toc88126832)

[Annex 3 – Sworn Statement MODEL 49](#_Toc88126833)

**LIST OF TABLES**

[Table 1: SWOT matrix 11](#_Toc88125691)

[Table 2: Target audiences 13](#_Toc88125692)

[Table 3: Key positioning messages 15](#_Toc88125693)

[Table 4: Objectives and Results of the Service at the overall level 18](#_Toc88125694)

[Table 5: Objectives and Results at the specific level of the TA Programme 19](#_Toc88125695)

[Table 6: Service implementation schedule of the Framework Agreement (indicative) 24](#_Toc88125696)

[Table 7: Criterias and weight of technical proposal's evaluation 33](#_Toc88125697)

[Table 8: Programme's Communication Plan 34](#_Toc88125698)

**LIST OF ABBREVIATIONS**

|  |  |
| --- | --- |
| **AFD** | Agence Française de Développement |
| **AUB** | American University of Beirut |
| **CDR** | Council for Development and Reconstruction |
| **Consultant (the)** | JV Hydroconseil / BTD/ Hydrophil/Valu Add |
| **CSO** | Civil Society Organization |
| **CVP** | Communication and Visibility Plan |
| **EC** | European Commission |
| **EU** | European Union |
| **EUD** | European Union Delegation in Lebanon |
| **Employer** | AFD |
| **GDPR** | General Data Protection Regulation |
| **GoL** | Government of Lebanon |
| **HSE** | Health and Safety Executive |
| **IFB** | Invitation for Bids |
| **IPC** | International Procurement Competition |
| **JV** | Join Venture |
| **KE** | Key Expert |
| **LOE** | Level of Effort |
| **MoEW** | Ministry of Energy and Water |
| **NGO** | Non-Governmental Organization |
| **RWE** | Regional Water Establishment |
| **STE** | Short-term expert |
| **TA** | Technical Assistance |
| **TAT** | Technical Assistance Team |
| **ToR** | Terms of Reference |
| **UN** | United Nations |
| **USAID** | United States Agency for International Development |
| **WB** | World Bank |
| **WEs** | Water Establishments |

# INTRODUCTION

## AFD presentation

*Agence Française de Développement* (AFD) is a Public Industrial and Commercial Establishment governed by banking law, as a financing company.

It is responsible, within the framework of the development aid mechanism, to finance, through long-term loans and / or subsidies, the economic and social development of nearly 80 developing countries and communities from abroad. Thanks to the wide range of financial instruments that it has been able to develop and enhance, AFD supports the public authorities, the private sector and local association networks for the implementation of a wide variety of economic, social and environmental projects.

Its actions in favor of economic growth and the preservation of the environment have been part of the Millennium Development Goals (MDGs) since 2000, then the Sustainable Development Goals since 2015.

All the information relating to AFD, and in particular its Code of Ethics, is accessible at the following link: www.afd.fr

## Challenges of the water and wastewater sector in Lebanon

Lebanon had been an exception in the Middle East for the abundance of water resources found there. However, changes in rainfall over the country by 2040 should reduce surface runoff by 40%. Moreover, this potential remains largely untapped because only 10% of the country's water resources are used. The country is therefore still unable to meet the water needs of its population, which is more than 90% connected to a distribution network. Lack of maintenance is at the origin of 50% of leaks in the volumes produced and of operating policies generating a major discontinuity of service for users. Added to this is the weak public management of the drinking water service which results in: a low rate of subscribers, progress in drinking water connections which contrasts with the strong discontinuity of the service, a percentage of water unbilled which reaches on average 48% and low annual tariffs which vary according to the regions for a fixed volume of 1m³ per day and per household, thus bringing the theoretical national average per m³ to US $ 0.38, well below the costs production and distribution.

The country is therefore still not able to meet the water needs of the population even if it should largely succeed in meeting its needs for drinking water, irrigation and industrial activity, and if the sector does not evolve, the country's hydrological balance (the gap between needs and renewable energy resources) could reach 1.7 billion cubic meters per year by 2040, against 300 million today.

Despite the efforts undertaken and the relatively large investments made in the sanitation sector over the past 20 years, sanitation results remain insufficient: 76.7% of the population still benefit from a corresponding unimproved service, mainly to septic tanks. Wastewater treatment by a safely managed system, namely a functioning sewage treatment plant, accounts for only 29% of the domestic water collected. A considerable part of the pollutant load therefore flows only partially treated into the Mediterranean Sea. The discharge of untreated wastewater leads to increased pollution of aquifers and surface waters. The involvement of a large number of players working in this sector and the financing of wastewater treatment plants in certain large cities have not yet enabled the sector to structure itself adequately and progress in real access to the service. The main handicap of the sector lies in the insufficient income generated in the absence of tariff policies and very low recovery rates, thus preventing the cost-effective service, necessary for the sustainable operation and maintenance of the stations implemented.

Finally, adequate management of water and sanitation services by water establishments is largely hampered by a quantitative and qualitative lack of personnel. The four Establishments are also subject to a financial imbalance in the use of their assets.

In April 2018, the CEDRE Conference and the validation of the Capital Investment Program (CIP) recognized the need for reforms. The urgency and relevance of the commitments made on this occasion have been reaffirmed recently. The evolution of the legal base with the adoption of the Water Code in April 2018 paved the way for new principles such as resource planning and the financial sustainability of services, particularly through delegated management. The objective of this new regulatory framework is to allow real and lasting access for users to quality service.

## Statement of Need

AFD is implementing a Programme, fully funded by the EU and entitled ‘TECHNICAL ASSISTANCE PROGRAMME TO SUPPORT REFORMS IN THE WATER AND WASTEWATER SECTOR IN LEBANON’ to strengthen the Lebanese stakeholders in their respective functions as service operators (through the Water Establishments) and tutelage (through the Ministry of Energy and Water) as well as to support institutional and sectoral dialogue. The name of the Programme was abbreviated into ‘Water Reform Programme’.

AFD is therefore seeking out the services of a communication agency to implement the communication and visibility plan, set with and validated by the EU for the duration of the Programme by developing contextualized communication materials and public awareness quick-impact communication campaigns mobilizing mass media, social media and interpersonal communication.

The framework agreement with purchase orders will be established with a communication agency with the necessary capacity to respond to the entire scope of work.

Due to the security risk in the area where the service will be performed, applications must meet the following criteria:

* The service provider has at least three professional experiences providing services in a similar security risk zone (an [orange / red] zone according to the MEFA classification[[1]](#footnote-1))
* The service provider has at least 2 permanent employees.

If selected, the service provider will provide the description of its safety device to the specialized external service provider recruited by AFD (and only to the service provider) who will be responsible for issuing recommendations.

An application not meeting one of these two requirements will be rejected.

The Programme interventions are anchored in AFD’s development approach and will fully consider the specific situations, perspectives, priorities and needs of the water and wastewater sector in Lebanon.

## Background

The Programme endeavors to achieve the adequate environment and conditions for the sustainability and the financial viability of the water and wastewater services by improving the quality of the services provided. Therefore, the Programme offers capacity building activities and targeted studies to achieve its goals, designed to shift the paradigm from an “investment-based” approach to a “service-based” approach.

Three pillars can be accordingly identified:

* Pillar 1: Support the implementation of priority reforms of the water and wastewater sector and improve the performance and capacities of the Regional Water Establishments (WEs).
* Pillar 2: Support the maturation of a selection of priority infrastructure projects.
* Pillar 3: Strengthen institutional dialogue and sectoral coordination.

The main components of the Programme are designed for both the Water Establishments and the Ministry of Energy and Water. It provides long term-technical assistance and short-term expertise mandated to:

1. Carry out audit and performance assessments;
2. Design and implement capacity-building activities focusing on streamlining and standardizing procedures as well as planning, reporting and monitoring tools;
3. Support the drafting and enactment of the Water Code implementation Decrees;
4. Conduct sectoral studies (such as tariff strategy of water and wastewater services, regional tariff studies and studies related to the operations of the WEs);
5. Support the maturation of priority projects and the implementation of integrated frameworks for the facilities and services management; and
6. Support sectoral coordination between all national and international stakeholders.

## Communication and Visibility of EU-financed external actionS

Communication and Visibility of actions financed or co-financed by the EU funds operations outside its borders (known as 'external actions') is an obligation arising from the EU legal framework governing these actions and applying to all EU partners, whether contractors, grant beneficiaries or entities managing funds on behalf of the Union. All those partners must take all steps necessary to clearly publicize the fact that the European Union has financed or co-financed the action concerned.

More specifically, the obligation for the EU, and by extension its implementing partners, to provide information about EU-financed external action and ensure its visibility has its legal basis in the documents governing the Union's international cooperation and aid, the most important of which is the Common Implementation Regulation of 11 March 2014, Article 4.5 of which states as follows:

*'When providing the Union's financial assistance as referred to in paragraph 1, the Commission shall, where appropriate, take all necessary measures in order to ensure the visibility of the Union's financial support. Those shall include measures imposing visibility requirements on recipients of Union funds, except in duly justified cases. The Commission shall be responsible for monitoring recipients' compliance with those requirements.'*

~~Likewise~~, it is mandatory under the Rules of Application of the Financial Regulation of 29 October 2012 for all EU contractual agreements entrusting budget implementation tasks to other entities and persons to include provisions guaranteeing the visibility of the Union's action.

Communication and Visibility Requirements for implementing partners (Projects) have been specified by the EU[[2]](#footnote-2) to ensure that any communication on EU-funded external actions is consistent with the Union's values and political priorities –such as response to international challenges and crises and in order to project its values, reduce poverty and contribute to peace and prosperity in the world- and with other EU-related communication activities and events. Effective communication concerning these operations helps raise awareness of the external policies and actions of the Union in its role as a global player, and provides accountability and transparency on the use of EU funds to taxpayers and the citizens of partner countries.

Specifically, the Communication and Visibility Requirements designed by the EU aim to ensure that external actions that are wholly or partially financed by the EU include information and communication measures designed to inform specific or general target audiences about the reasons for the action, the EU's support for the country or region concerned, and the outcomes and impact of that support.

The Requirements thus apply primarily to projects, i.e. EU-financed grants, services, supplies and works contracts awarded to implementing partners, whether managed directly by the EU or by other parties. Partners implementing such EU-financed external actions are responsible for publicizing those actions and, more generally, the support provided by the EU.

The Requirements also describe partners' legal obligations and the mandatory elements of the communication and visibility measures that must accompany all EU-financed external actions. Unless the agreements and contracts concerned explicitly provide otherwise, it therefore constitutes a contractually binding framework applicable to all financing agreements and contracts (including those concluded with sub-contractors) which refer to the Requirements, irrespective of the contracting authority.

## Communication and Visibility of this Programme

According to the structure of the TA Programme, “Communication and Visibility Activities” are foreseen in parallel with the implementation of the Programme’s main activities.

Communication and visibility (C&V) activities of the TA are aimed at the Programme Partners and at larger target groups (visibility of the Project), which are defined as follows:

* *Programme Partners* are the national partners (MoEW, WEs and CDR); the funding and implementing partners (EU and AFD), the support structures (consortium of consultants selected to support AFD with Programme implementation and to support national stakeholders) and the development partners (other sector partners, in particular donors, which are involved in Programme implementation through the sector coordination platforms); C&V activities aimed at those partners should ensure that all stakeholders are informed of and involved in the implementation of reforms;
* *Large target groups* are the population of Lebanon and national authorities; C&V activities aimed at those populations should raise awareness among Lebanese about the commitment of the AFD and of the European Union in delivering aid to the water and wastewater sector, but also the state of the art of the sector and its main stakeholders.

A communication strategy adapted to the different stakeholders as well as C&V activities, including measures and tools, were defined in the communication and visibility plan (CVP) of the TA Programme, built on sound analysis and proper sequencing of the activities, on the basis of the validated action plan of the Programme.

The CVP was prepared by a communication expert, mobilized by the Technical Assistance Team in accordance with the instructions of the Communication and Visibility Manual for EU External Actionsand Annex #6 of the AFD-EU Agreement. The CVP was presented and approved by AFD and the EU. However, the CVP implementation will evolve based on the Programme’s updates and needs, as well as the evolving context of the sector in the country.

It is to note that AFD will directly award and manage the implementation of the Communication and Visibility Plan of the overall EU funded Programme, supported by the TA team. All C&V activities of this TA will be carried out under the direct management of AFD and in close cooperation and coordination with the EU Delegation in Lebanon.

## Dissemination Objectives

The key objectives of the EU and AFD in terms of dissemination and public communication are to:

* Ensure wide diffusion of Programme purpose, results, toolkit and implementation plan;
* Consolidate Programme purpose and results into user friendly outputs tailored to target audiences and stakeholders;
* **Involve the different stakeholders in the reform and the change of paradigm from an *investment-based* approach to a *service-based* approach**;
* **Raise awareness of the key challenges and issues that needs to be tackled in the water and wastewater sector within this Programme;**
* **Offer support and facilitate the dialogue between the RWE and the Ministry of Energy and Water;**
* Ensure that the local population is aware of the role and achievements of the WE;
* Strengthen the visibility of the EU actions in the water and wastewater sector and the implemented activities within this Programme;
* **Consolidate Programme and communication best practices based on inputs from different national or regional initiatives**;
* Strengthen the collaboration and ties with stakeholders at the European and Lebanese local levels to share information and exploit synergies and additional dissemination channels accordingly.

## SWOT analysis

Table 1: SWOT matrix

|  |  |
| --- | --- |
| STRENGTHS   * EU and AFD have a strong programmatic presence in Lebanon. * Strong online presence. * Diverse stakeholder database. | WEAKNESSES   * A new programme based on reforms needs significant and timely communication efforts to start strongly. * The programme requires a strong change in the management mechanism, accepted by staff members at the MoEW, WEs and concerned public institutions and other stakeholders. * The sector has been facing a lack of trust between users/citizens and the public institutions, namely the public water service operators, the WEs. |
| OPPORTUNITIES   * Lebanese people are calling for reforms, better services and stronger accountability of public institutions. * A strong emerging Civil Society movement. * The general European political narrative is in line with the request for reforms within all sectors and the water in particular. * The WEs directors have shown further collaboration efforts between regions and are relatively more active in their respective regions. * Covid-19 pandemic has served to highlight the importance of equitable access to clean water for a better health. | THREATS   * Political and economic crisis. * Covid-19 pandemic and the related restrictions. * Potential risks of armed conflict in the region or civil unrest in the country. * Stagnating decision-making process. |

# TARGET AUDIENCES

A consultative group with the presence of the recruited communication agency shall work throughout the duration of the programme, deciding on messages, dissemination tools and best channels to reach the target audiences.

Table 2: Target audiences

| **Target Group** | **Priority** | **Profile description** | **Specific Communication Objectives** |
| --- | --- | --- | --- |
| **Programme Partners** | Primary | * Ministry of Energy and Water * Water Establishments (Bekaa, Beirut and Mount Lebanon, North Lebanon, South Lebanon) * Council for Development and Reconstruction | * Involve the different stakeholders in the reform and the change of paradigm from an investment-based approach to a service-based approach * Streamline the tutelage of the MoEW over the WEs in order to enable them to manage services more flexibly and to develop a service performance monitoring framework |
| **Lebanese Citizens** | Primary | * Every Lebanese citizen as user of water and wastewater public services | * Inform them about the ongoing Reform and its implementation progress * Raise awareness on the right to water (user's right and duty vs. operator's right and duty) * Increase the WEs billing base |
| **Water Sector Donors** | Secondary | * All donors that support the sector (EU Member States, USAID, WB, UN Agencies, Programmes and funds, etc.) | * Update them on the progress of the reform implementation * Coordinate and share the financing of certain activities essential to the implementation of the reforms * Coordinate with them on the planning of investments * Develop a common vision of the sector |
| **NGO / CSO** | Secondary | * Local NGO * International NGO | * Update them on the progress of the reform implementation * Coordinate with them on informing the public / users, the local authorities and on supporting the reform implementation on the ground |
| **Research Centres** | Secondary | * AUB Issam Fares Institute * Synaps * Lebanon support * Etc. | * Update them on the progress of reforms implementation * Mobilise them on some activities of the programme (attendance at meetings and workshops, production of notes and share of information and scientific materials relevant to the sector) |
| **Private Sector** | Secondary | * Engineering Companies * Facilities operators | * Inform them about the reforms and changes that could occur in the coming years (necessity to develop new kind of expertise, change in the procurement and contracting framework for the facilities O&M, etc.) |
| **Media** | Secondary | * Bloggers * Influencers * Local Media * European Media | * Update on the progress of the reforms implementation * Mobilise for publicity around events, pass on messages to the public or disseminate information |
| **Public Sector** | Primary | * Municipalities * Council of Ministers * Ministries (Ministry of environment, Ministry of agriculture, Ministry of Interior and Municipalities) * Litani River Authority * Civil Service Board | * Update about the ongoing reforms and its implementation progress * Involve all relevant public institution in the Reforms implementation * Inform each institution of the reforms impacts on their activities and field of intervention * Ensure that they support reform and do not block implementation |

# KEY POSITIONING MESSAGES

Table 3: Key positioning messages

|  |  |
| --- | --- |
| **Overarching Theme (A) *REFORM GOALS*** | |
| Key Message 1 | The Water Reform Programme will accelerate efforts to achieve the goals agreed by the International community |
| Message 2 | The international community supports the development and strengthening of the Lebanese economy through a comprehensive implementation of reforms by the Lebanese authorities. |
| Message 3 | The international community emphasized on some sectoral priorities for Lebanon’s government: Among them are water and wastewater management, which are essential for the population’s basic needs. |
| Message 4 | The success of the Water Reform Programme will pave the way for other successes in other fields for the Lebanese government to rebuild trust with the citizens and manage the resources for a better coordination between public institutions. |
| **Overarching Theme (B) *PILLARS OF THE PROGRAMME*** | |
| Key Message 1 | The Programme is a springboard for commitments and action based on three key pillars: Capacity building, Inclusiveness, and Sustainability |
| Message 2 | The Programme is a springboard for the EU and AFD in collaboration with the RWEs to implement voluntary commitments—including institutional (better coordination and governance) and financial ones (create a transparent pricing system) —that will accelerate progress and serve the Lebanese people. |
| Message 3 | The Lebanese actors will be supported in the implementation of the water code to better serve the Lebanese people all over Lebanon and to implement long-term strategies and sustainable public services. |
| Message 4 | The implementation of this Programme shall enhance the cooperation between actors, facilitate responding to the users’ basic needs, and structure water pricing systems, among others. All concerned parties will make these commitments and actions at the national and local levels. |
| **Overarching Theme (C) *A PARTICIPATIVE AND INCLUSIVE APPROACH*** | |
| Key Message 1 | The Water Reform Programme funded by EU and implemented by AFD follows a participative, inclusive approach |
| Message 2 | The Programme strives to bring everyone together: ministries, water establishments, technical experts, organizations representing users, grassroots organizations, local NGOs and international organizations involved in water sector capacity building programmes, and many others interested in the pursuit of the water sector reform.  The Programme is ready to commit and publish an implementation plan and ready to be monitored on its progress. |
| Message 3 | The approach is inclusive: public events shall be organized based on a participatory approach. Discussions are linked with policy and public action. Hence, workshops shall be appropriately representative of the relevant stakeholders and the general public, as well as end users. Everyone’s important interests and perspectives shall be included. |
| Message 4 | The AFD Water Reform Programme funded by EU will reenergize the Lebanese community, breathe new life into the Reform agenda and sustain and build on the programme’s gains which will be adopted by the local actors |
| **Overarching Theme (D) *A SUSTAINABLE APPROACH*** | |
| Key Message 1 | The Water Reform Programme follows a sustainable approach. |
| Message 2 | The Water Reform Programme seeks to achieve a continuous long-term improvement of quality of life through the creation of sustainable services and the strengthening of operators able to manage and use resources efficiently. |
| Message 3 | The Water Reform Programme will contribute to meet the needs of all the people, youth, elders, middle aged, infants, from all socio-economic backgrounds. Lobbying for the adoption of a sustainable management and governance mechanism to achieve a long term, physically and financially accessible and constantly improved quality water for everyone. |

These suggested messages shall be complemented as need be.

# OBJECTIVES AND RESULTS

Objectives and expected Results of the Service can be considered at two levels:

* At the overall level of communication and visibility of EU/AFD values and priorities in the country & EU in the water and wastewater sector, in which the joints between the overall C&V objectives and the TA C&V objectives are identified and highlighted; and
* At the specific level of the TA communication and visibility, where the objectives are considered in close connection with the TA team and its implementing body (AFD).

Objectives and Results of the Service at the overall level of communication and visibility are presented as following:

Table 4: Objectives and Results of the Service at the overall level

|  |  |
| --- | --- |
| Overall objective / Impact  (Action expected to contribute to overall objectives) | * Enhance wide-spread understanding and visibility of EU/AFD values and priorities in the country & EU; * Contribute to developing a more receptive environment to EU/AFD values and priorities by communicating intervention impacts in the country & EU; * Enhance EU/AFD’s cooperation with key partners in the country through increasing understanding of approaches and responses to challenges in the water and wastewater sector; * Enhance transparency around the use of EU/AFD funds. |
| Specific objective / Outcomes (expected to be delivered by the action) | * Increase of understanding of complementarity of the TA Programme with overall EU intervention * Increase understanding of the reason for the actions undertaken by the project and their benefits (overall, for each component and each individual activity) * Increase awareness of the role and commitment of AFD/EU in the water and wastewater sector; * Increase understanding and visibility of specific and general audiences on the benefits and results of support provided by EU/AFD * **Build associations between project results and tangible improvements in the water and wastewater sector;** * **Build a strong network of multipliers by working with CSOs and local media with a view to maximizing outreach to the general public** * **Build MoEW and WEs capacity in reaching local communities and communicating to them about their actions and projects** |
| Outputs  *(indicative list, /further developed in the communication plan)* | * Communication Plan updated if need be and implemented * Programme’s deliverables / planning and engagements are relayed in a website dedicated for the Programme and developed by the communication agency; * Effective contacts and partnerships built * Related news effectively published * Relevant project stories effectively disseminated * Events organized and attended by relevant target audiences who report having benefited from events/having an improved understanding * Communication products developed and disseminated/displayed appropriately; * Proper take-over procedure of C&V products from suppliers ensured‎‎ . |
| Activities | * Update of the communication plan as need be (analysis, review & roll-out); * Design/planning of communication activities & products (visibility products, events, publications, human stories, media products, etc.); * Production/implementation of communication activities & products incl. through provision of expertise for procurement, monitoring and take-over of CV products; * Develop and relay all the programme’s deliverables / planning and engagements in a website dedicated for the Programme. |

Objectives and results at the specific level of the TA Programme communication and visibility are presented as following:

Table 5: Objectives and Results at the specific level of the TA Programme

|  |  |
| --- | --- |
| Overall Objectives | * Contribute to the update and implementation of the Communication Plan of the TA Programme in full compliance with EU communication and visibility requirements for EU external actions as well as relevant AFD guidelines; * Contribute to the achievement of the Communication Plan visibility an communication objectives including but not restricted to: * Strengthening the visibility of EU actions in water and wastewater sector in Lebanon; * Reinforcing the image of the Ministry and the Water Establishments; * Highlighting EU and AFD commitment to support the sector reform towards development of sustainable services; * Promoting the outputs / results of the Programme’s activities at a national level. * Involving the different stakeholders in the implementation of the foreseen reforms and the change of paradigm from an investment-based approach to quality and sustainability of service-based approach. * Raising awareness of the key challenges and issues that needs to be tackled in the water and wastewater sector within this Programme; * Offering support and facilitating the dialogue between the RWE and the MoEW; * Ensuring that the local population is aware of the role and achievements of the Water Establishments. |
| Specific Objectives | * Communication Plan development for achieving strategy objectives in line with relevant guidelines including: * Rational selection and distribution of C&V measures and products by target audience; * Use of a C&V tools and channels to reach C&V objectives * Support AFD in monitoring implementation of the C&V activities through: * Ensuring the selection of high-quality C&V tools; * Ensuring appropriate messages are developed for the different channels to reach the target audience; * Developing innovative communication materials as per the communication plan (See section 5) * Ensuring a proper take-over procedure of C&V tools from suppliers, where relevant. |

# SCOPE OF WORK



The required scope of the services under this ToR has been subdivided into tasks/activities covering the broad spectrum of required services. While these are general actions to be performed, the individual deliverables will be agreed upon and consistently updated in detail on a regular basis. Development of innovative communication messages for the different communication channels and audiences shall be implemented as per the communication plan presented in Annex 1.

The terms of reference serve as a brief on the expectations of AFD. The proposal on the required services will have to detail the implementation plan with time frames and corresponding costs. The communication agency will work under the overall guidance and direct supervision of AFD and the TA Team Leader(s) while delivering specific services as specified below:

The framework agreement shall cover the following services (non-exhaustive list):

**Package 1: Core Activities and Account Management**

This package shall comprise:

**Ongoing Internal Communications**

1. Updated Dissemination plan presented to AFD quarterly;
2. Ensure the right messages are communicated with relevant partners and stakeholders to determine the need for publication and/or distribution through quarterly meetings with AFD, and the participation in the project meetings when required. EU delegation might also participate whenever recommended by AFD.
3. Ongoing Brand Management and Key Message Development (Logo and legend adaptations for all selected media)

**Media relations**

1. Drafting Press Releases in three languages to (i) inform about the progress of the reforms implementation and (ii) to respond to any controversial allegations upon specific request from AFD;
2. Brochure and Multi-media presentation (including design)\*;
3. Drafting specific messages targeting different social media outlets;
4. Updating of any relevant listings in media, community and other relevant stakeholders;
5. Dispatching press releases to organizations working in the field, community groups/advocates and general news outlets;
6. Preparing media coverage reports;

\*Note: The cost for printing shall be paid as reimbursable, upon presentation of the necessary supporting invoices and further to a prior validation by AFD.

**Social Media and Digital Platforms**

1. Manage the TA Programme digital content on the Programme’s website (to be developed within the scope of work of the communication agency) and on all social media and digital platforms relevant to the different partners;
2. Design, implement and update the social media communications strategy with a clear calendar (content will be posted on the different partners’ social media platforms) ;
3. Refreshed and additional content creation and postings of relevant material and coverage from and of events and media coverage;
4. Outreach to and integration with industry blogs and information sources.

**Quarterly e-newsletter**

1. Initiate and promote the subscription to the e-newsletter (with respect to the GDPR law) and enlarge the mailing list’s database throughout the period of the Programme.
2. Oversee the design and copywriting of the e-newsletter every three months;
3. Coordinate key messages, language and style of the newsletter and any publications with AFD.

**A progress report shall be drafted on a quarterly basis (every 3 months) describing all services performed. Payment is contingent on validation of work detailed in the Progress report.**

**Non-Core services shall be divided into:**

**Package 2: Media Production**

1. Liaising with different suppliers for all needed media production (graphic designers, videographers, photographers, printing, production houses, etc.) as need be;
2. Videos up to 2:30 min (including filming, editing and subtitles);
3. High resolution Infographics (for data visualization / for geographical mapping);

**Package 3: Event / Workshop / Seminars Management**

This package shall cover the following services:

1. Dispatching Invitations to the current actors, targeted community groups/advocates, stakeholders, new local actors, educational and research institutions and other potential partners;
2. Event and workshops organization and management (Venue selection, logistics, media relations, liaising with different suppliers (sound and lighting, catering, transportation, translation and interpretation), etc.)\*\*

\*\*Note: The cost for the venue, catering, sound and lighting, transportation, translation and interpretation, photography, printing, stationary and other related additional services shall be paid as reimbursable, upon presentation of the necessary supporting invoices and further to a prior validation by AFD.

**Package 4 (optional): Any additional requirements needed to complete project or that might have an impact on cost or delivery of products**

If there are any proposed additional service delivery areas as recommendations or added value, it should be budgeted separately from the main proposal and as an annex named Added Value Services. These will be an added advantage to the bidder. AFD reserves the right to include or not part of or all of these additional services.

# LOGISTICS AND TIME



## Framework agreement with purchase orders

### Methods of consultation

A single service provider, the Consultant of the framework agreement, will be retained to perform all the services and guarantee the security of implementation during the entire period of execution of the framework agreement with purchase orders.

When a need is identified on the Programme, specific terms of reference will be shared with the Consultant, specifying the expected service and all the technical specifications related to the operation and at least:

* The purpose of the assignment, location and timeframe;
* A description of the project/task concerned;
* The purchase order with indication of the quantities requested;
* The nature and format of the expected deliverables.

### Places of execution

The services of this framework agreement will be performed at the service provider's premises but also in particular in the selected venues for the respective events, the Ministry of Energy and Water, to the 4 Regional Water Establishments, and at any institution having a legal implication or mandate in the water and wastewater sector or within its legal framework or acting as a reference on a specific area of expertise.

They will be specified in the consultation documents relevant to the purchase orders.

### Implementation schedule

For each purchase order, a detailed schedule will be proposed by the service provider, in line with the requirements of the terms of reference.

### Working languages

The language of the contract of the framework agreement will be in French, while the proposal could be written in French or English

However, the execution of the framework agreement requires the permanent use of the Arabic and English languages (with the less frequent use of French) in relations with the various stakeholders (documents, meetings, telephone calls, e-mails), especially for:

* Holding or participating in meetings,
* Drafting of deliverables,
* The progress report relevant to the executed services.

## Commencement date, duration, Time Schedule

The Service will commence upon contract notification, ‎and the duration is for Twenty-four (24) months, to be renewed based on satisfactory performance appraisal, up to a maximum total duration of Forty-Eight (48) months. The contract renewal will be based on a thorough internal evaluation of the provided services.

An indicative Time Schedule of implementation of the Service is given below:

Table 6: Service implementation schedule of the Framework Agreement (indicative)

| **#** | **Activities** | **Completion date** |
| --- | --- | --- |
| 1 | Contract notification | D |
| 2 | Updated budgeted operational plan for the implementation of the communication and visibility plan and a detailed version of the operational plan for the first three months. | D+15 days |
| 3 | Delivery of Progress Report # 1 and the detailed operational plan for the next 3 months | D+3 months |
| 4 | Delivery of Progress Report # 2 and the detailed operational plan for the next 3 months | D+6 months |
| 5 | Delivery of Progress Report # 3 and the detailed operational plan for the next 3 months | D+9 months |
| 6 | Delivery of Progress Report # 4 and the detailed operational plan for the next 3 months | D+12 months |
| 7 | Delivery of Progress Report # 5 and the detailed operational plan for the next 3 months | D+15 months |
| 8 | Delivery of Progress Report # 6 and the detailed operational plan for the next 3 months | D+18 months |
| 9 | Delivery of Progress Report # 7 and the detailed operational plan for the next 3 months | D+21 months |
| 10 | Delivery of Progress Report # 8 and the detailed operational plan for the next 3 months | D+24 months |

**An updated budgeted operational plan for the implementation of the communication plan (schedule) will be submitted for approval after 15 days of awarding and will serve as a baseline reference. This operational plan shall clearly detail expenses and fees related to each foreseen communication tool or product designed and delivered.**

**Each Purchase Order will indicate the schedule and duration of the corresponding order.**

## Payment Schedule

The Consultant will be paid on a quarterly basis (every 3 months) upon validation of all carried out services within the Purchase Orders (detailed in the submitted progress report).

This quarterly payment will cover all expenses inclusive, payable on presentation of a completed communication and visibility activities. Payment is contingent on acceptance of work detailed in the Progress report and approval by AFD and will be made 30 days upon receipt of invoice. Payment will be settled by bank transfer in USD currency.

All interested agencies are requested to include in their submission detailed costs for each corresponding package:

1. Monthly fees for managing the account with the requested deliverables in the scope of work (Package 1)
2. Detailed fees for complete realization of requested deliverables in the scope of media production (Package 2) and event management (Package 3)
3. Any additional requirements needed to complete project or that might have an impact on cost or delivery of products (Package 4)

The company will work on its equipment and use its own office resources and materials in the execution of this assignment. The contractor’s fee shall be inclusive of all-logistical and office administrative costs.

It should be however noted that, the detailed list of approved services and deliverables for every 3 months can be adjusted based on exceptional events that might disrupt the implementation and progress of the TA Programme.

# REQUIREMENTS



## Required Experience

Companies are expected to undertake this assignment. If an International Company decides to tender for this assignment, it is an added-value to partner with a local company and demonstrate how tasks will be split between the International Company and the local expertise.

Due to the security risk in the area where the service will be performed, applications must meet the following criteria:

* The service provider has at least three professional experiences providing services in a similar security risk zone (an [orange / red] zone according to the MEFA classification[[3]](#footnote-3)) in the last three years.
* The service provider has at least 2 permanent employees

The company/consultant(s) should:

* Demonstrate prior experience in developing and implementing a communication strategy, ideally who have prior experience working for EU projects;
* Professional Experience in media/ advertising and/or event planning;
* Have at least five (5) years of progressively advanced experience in strategic communications;
* Have excellent proven written and spoken English and Arabic and strong oral and written communication skills.

The following would be considered as added-value:

* Have a good understanding of the public sector in Lebanon;
* Experience in the water and wastewater sector and its stakeholders, especially in Lebanon is a plus;
* Have experience in developing communications and visibility as well as advocacy strategies at the regional or national level;
* Have relevant experience in working with government and/or international organizations on consultancy assignments, especially in strategic communications planning and implementation;
* Have experience in producing good communication and advocacy materials for use by clients.

## Personnel

A team leader shall be deployed by the Consultant for the implementation of the Service.

The Team leader will be in charge of the production of the Service according to the ToR and, in addition, will be actively involved in updating the communication plan as need beand in preparing relevant progress reports, leading the procurement procedures of C&V activities in close coordination with AFD, taking-over of C&V products, and supporting in the evaluation of C&V activities.

Proposed team member/s will be actively involved in researching potential providers and estimate cost breakdown as well as to support the team leader in updating the communication plan as need beand in preparing relevant progress reports, in particular, context input, contribute to target group analysis and key messages, communication tools and channels selection.

Key Personnel’s qualifications, skills and experience are specified as follows.

1. **KE 1, Team leader, in charge of the production of the Service**

* *Qualifications and skills:*
* University graduate in Communication or relevant field (journalism, communications, management or any other related fields and relevant for this assignment);
* Post-graduate in one or more of the following fields is an asset: Marketing, Psychology, Sociology, Public Relations, Business Administration;
* Fluent written and oral in English and Arabic;‎
* Advanced use of computers, web, new technologies, graphic design applications, social media platforms, and generally any modern technology and applications for communication to ensure full consultation with suppliers;
* Ability to work with people of different nationalities, religions and cultural backgrounds;
* Fluency in presentations, with proper physical contact, continuous flow of speech, good voice with good elocution, to properly handle the floor;
* Familiarity with details of the history of public relations in Lebanon and apply in practice the code of local Ethics is an asset.
* *General professional experience:*
* Minimum seven (7) years of experience in the field of Communication and Public Relations for private or/and public bodies / organizations / institutions,
* Demonstrated experience in design and conceptualization of communication and visibility strategies/campaigns including:
  + Contacts with client;
  + Research on the needs and profile of the client/organization;
  + Identifying target audiences;
  + Planning and coordination of communication action plan
  + Design and delivery of communication activities and products (events, online and offline publications, etc.);
  + Evaluation and reporting on C&V objectives and activities.
* Demonstrated knowledge of procurement rules for communication activities as well as EU Communication and Visibility Guidelines is an asset
* *Specific professional experience:* S/he should have worked on at least three (3) assignments involving the preparation of communication plans, including:
* at least one (1) aimed at the communication and visibility of a Programme funded/co-funded by an international institution / organization;
* at least one (1) aimed at communication and information dissemination on behalf of the public sector
* at least one (1) assignment involving procurement and take-over procedures of C&V tools.
* Assignment(s) in water/waste water or waste management or Health and Hygiene Programme(s) is an asset.

The Consultant shall make available any additional support staff necessary to achieve the required scope of services within the set deadlines at no additional cost (i.e. social media expert, mass media expert, workshop expert, etc.). An organizational chart / organigram describing the support staff provided shall be presented within the consultant’s offer.

AFD reserves the right to reject and/or instruct removal of staff due to non-performance.

AFD has the full right to make an appropriate deduction from the consultant's progress payments in case of his failure to secure the mentioned staff.

## Incidental expenditure

No incidental expenditure is provided.

## Intellectual property

All information pertaining to this assignment (documentary, audio, digital, cyber, project documents, etc.) belonging to AFD, which the Agency may come into contact within the performance of its duties under this assignment shall remain the property of AFD who shall have exclusive rights over their use. The products will be used by AFD for a non-commercial purpose and will aim at raising awareness and changing existing perceptions and behaviors in the water and wastewater sector.

Except for the purposes of this assignment, the information shall not be disclosed to the public, without written permission of the Client in line with the national and International Copyright Laws applicable. Still, the credit for the production of the video will be given to the company.

## Use of logos and disclaimers

The products should give recognition to the EU and AFD for which logos will be provided. The logos will be followed by a statement that will be provided.

## Communication and reporting obligations

The selected agency will only report to AFD.

# PROPOSAL SUBMISSION



## Offers and applications’ presentation

Interested consultants should submit the application documents and a detailed technical and financial proposal on the basis of following elements:

1. Application documents

* A sworn statement (*attestation sur l’honneur*) duly completed and signed (See annex n°3)
* Information concerning the economic and financial capacity of the company/entity or the umbrella company in the case of individual consultants:
  + - Declaration regarding the overall turnover, and where applicable regarding the services covered by this consultation, for the last three financial years available depending on the date of creation of the company or the start of the activity of the company, as much as the information on these turnover is available;
    - Appropriate declaration from banks, or, where applicable, proof of professional risk insurance;

The contract holder must provide the following legalized documents before attribution of the framework agreement:

* Trade register if applicable (to be justified);
* Commercial circular (and Signing Authority officially notified in case the signatory of the offer is not the person designated in the commercial circular);
* Valid tax receipt from the Ministry of Finance if applicable (to be justified);
* Certificate of the VAT register;
* Valid CNSS discharge.

1. Technical and financial proposal’s plan

The offers must respect the following outline:

1. **Summary of your offer**

A.1 - Understanding of AFD's expectations

A.2 - Summary of the generic work methodology

1. **Strengths and added value of your offer to carry out this mission**
2. **Detailed description of your offer**

C.1 - Detailed description of the content of the methodology for executing assignments requested by purchase orders (Approach and steps, practical arrangements for piloting and coordinating the assignment, consultation and search for consensus, adherence to the schedule, etc.)

C.2 - Schedule of planned activities for the whole duration of the Programme. A tentative work plan and time schedule is required;

* Work plan of managing social media content;
* Work plan of managing a digital campaign (after receiving a brief);
* Work plan of development and production of multimedia content

C.3 - Means implemented (with constraints and limitations if applicable). The proposal shall include detailed breakdown of how the process of managing the deliverables mentioned above will be fulfilled

C.4 - Experiences of similar assignments

* References/links to three most recent projects (Social media activations, digital campaigns, creative concepts);
* Samples of materials that have been produced as well as samples of Community Strategies / Communication Plan developed;
* Sample of content development (creative copywriting in Arabic and English) for Social media including multimedia content;
* Biggest digital performances achieved for clients

C.5 - Identification and management of potential risks that may have one or more impacts on the mission

1. **Recommendations of the Service Provider for the successful execution of the assignment**
2. **Presentation of the team that will intervene on this mission:**

E.1 - Constitution of the team and distribution of responsibilities among its members

E.2 - CV of the team leader (KE1) (three pages maximum) including a summary of similar assignments undertaken previously

E.3 - Support team (backstopping)

1. **Detailed financial proposal[[4]](#footnote-4)  (based on the attached financial annex)**

A Financial Proposal with a breakdown of all costs that are to be charged to AFD and based on deliverables and communication materials to be developed subsequent to the update of the communication plan should be submitted. An indication of unit costs should be provided.

1. **The service contract duly completed**

The answers to this consultation must be simple, concise and imperatively respect the imposed format.

## Request for information

Any question relating to this consultation may also be sent by e-mail to: [achatsafdbeyrouth@afd.fr](mailto:achatsafdbeyrouth@afd.fr)

The title / subject of the email must be:

CLB1105 - ORE/Agence Beyrouth/CLB1105/MLK/03/COM-QUESTIONS

**Answers to candidates' questions will be sent exclusively by e-mail.**

**It is strictly forbidden to call the premises and AFD employees about this offer.**

We remain at your disposal for any further information and please accept, Madam / Sir, our best regards.

## Sending conditions and deadline for submitting offers

Your offer must reach us before February 2nd 2022 at 12:00 (Beirut time) by e-mail (and use the standard Microsoft Office versions or equivalent) at the following address: [achatsafdbeyrouth@afd.fr](mailto:achatsafdbeyrouth@afd.fr)

The title / subject of the email must be:

CLB1105 - ORE/Agence Beyrouth/CLB1105/MLK/03/COM

**In this case, your e-mail response should not exceed the size of 6 MB. If this should be the case, please split your response into several e-mails.**

The period of validity of offers is set at 90 days from the deadline for receipt of offers.

## Selection Criteria

Proposals that are incomplete, delivered late or that do not meet the needs expressed by AFD will not be accepted.

Submissions will be evaluated in consideration of the Evaluation Criteria as stated below. The offer will be evaluated by using the Best value for money approach (combined scoring method).

Technical proposal will be evaluated on 70%, whereas the financial one will be evaluated on 30%. Below is the breakdown of technical proposal on 100%, which will be adjusted to 70%:

Table 7: Criterias and weight of technical proposal's evaluation

|  |  |
| --- | --- |
| **Criterias** | **Weight** |
| Expertise of Firm / Organization | 20% |
| Proposed Methodology, Approach and Creative Plan | 60% |
| Management Structure and Key Personnel | 20% |
| Total | 100 % |

Financial Proposal (30%): To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by AFD.

Proposals with a total ratio (Technical and Financial) lower than 65% will be rejected.

After reviewing the offers, AFD may request presentation and clarification meetings around the offers.

AFD also reserves the right to attribute the contract based on the initial offers, without negotiation.

If necessary, within these negotiations, the selected candidates can be invited as many times as necessary by the contracting authority, and this under the strict conditions of equality, to specify, supplement or modify their offer without making any substantial changes to the specifications.

A candidate refusing to negotiate will be deemed to have maintained his last offer.

AFD reserves the right to organize several rounds of negotiation with all of the selected candidates.

AFD reserves the right to request one or more service providers other than the initial contract holder, in the following cases:

* Following the absence of a response from the contract holder to the purchase orders, AFD will then reopen competition in its market outside the exclusivity reserved for the contract holder;
* Following the submission of inappropriate offers regarding the public procurement law.

.

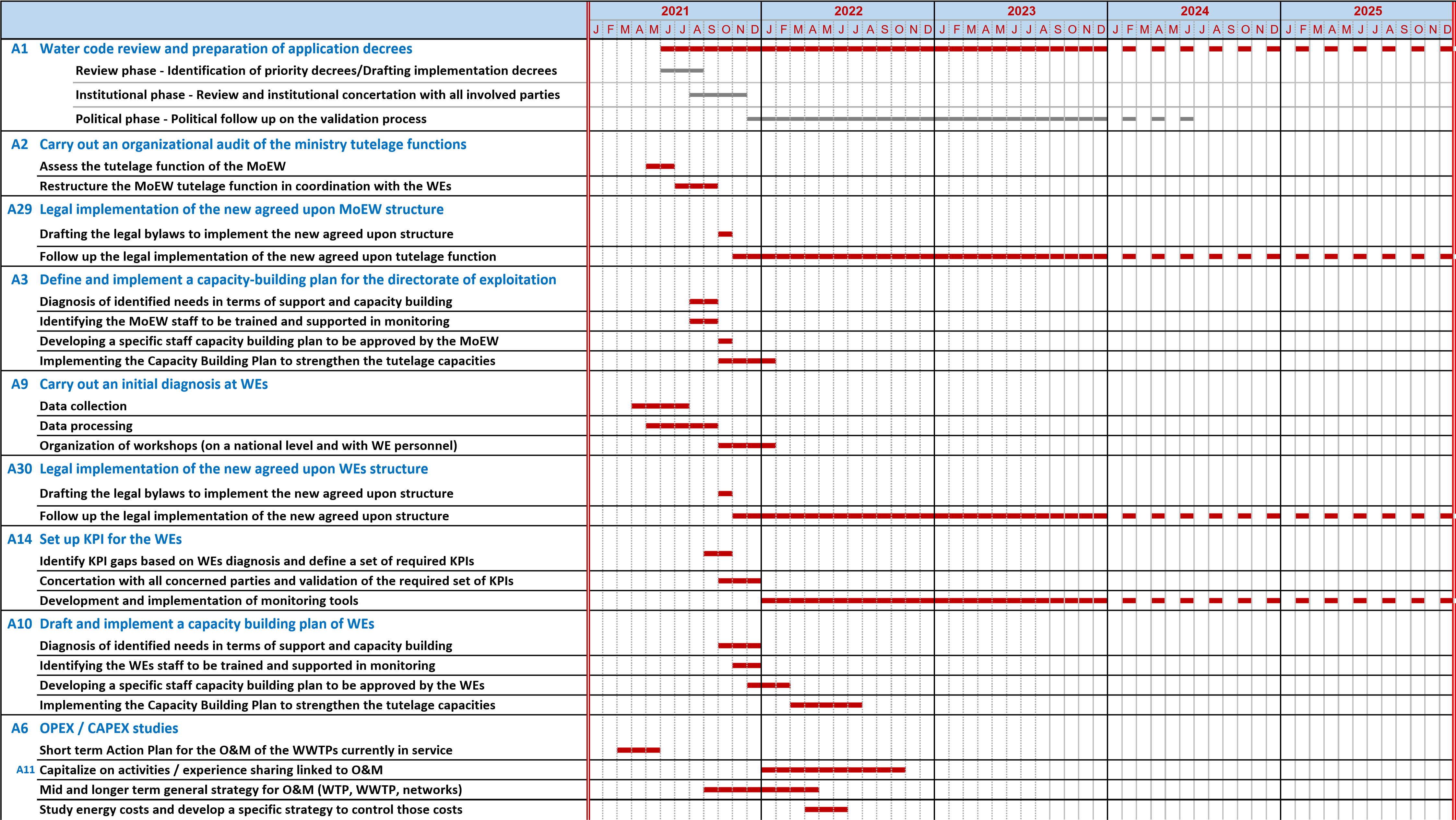
# Annex 1 - Communication Plan

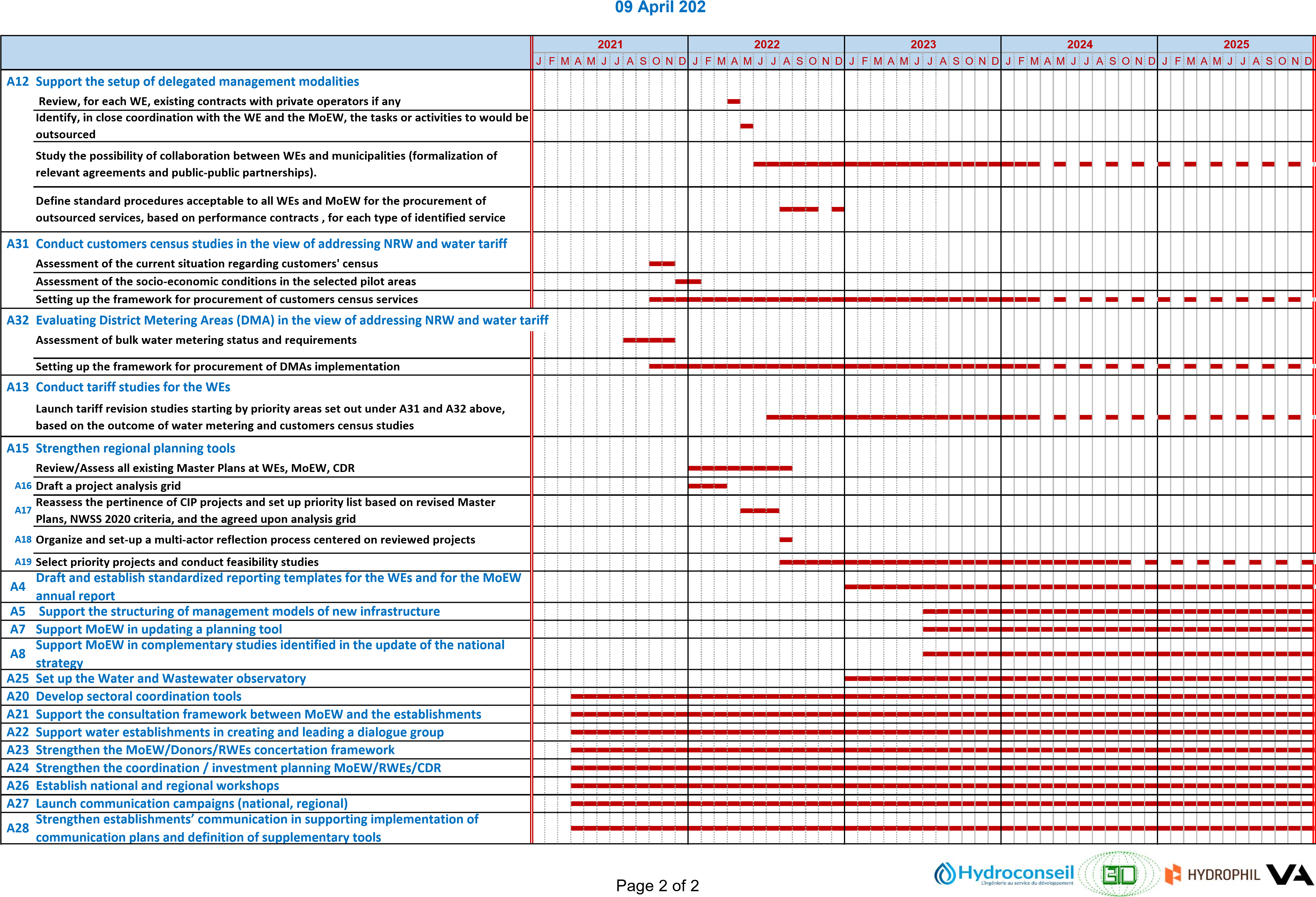
A website for the whole Programme shall be developed by the communication agency in order to ensure that all the deliverables / planning and engagements are properly documented and accessible by all stakeholders. This Communication Plan shall be updated as need be and implemented throughout the Programme. The proposed communication activities/deliverables in the below table could be edited and creatively enriched by the communication agency, as per their proposed methodology.

Table 8: Programme's Communication Plan

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Pillar** | **N° Activity** | **Program Activity** | **Communication activity/**  **Deliverable** | **Communication activity/Deliverable description** | **Objective** | **Main message** | **Indicative quarters (Q) and year (Y) and overall timeframe** | **Example of Key Performance Indicators (\*)** |
| Pillar 1: Support the implementation of water and wastewater sector reform | A1 | Implement the reform | 1. E-E-newsletter 2. Social Media | 1. e-newsletter specific to the Programme every three months –this is the main platform where updates are announced 2. Social Media and traditional media for news to be shared with the public (official adoption, etc.)  Target audience:  Sector partners/Public institutions / research centers/ngos/ Lebanese and European public/Local Media | Dissemination of the information about this project in different stages of the Programme implementation.  Showcase of the activities implemented and impact identification | 1. Full application of the Water Code is crucial for: 1) services improvement, 2) self-financing capacity, and 3) MoEW commitment to reform the sector and gain public confidence 2. Lebanese stakeholders make progress in preparing the operational implementation of the water code EU and AFD are actively supporting these efforts | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter / clicks on links  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A2 | Carry out an organizational audit of the ministry tutelage functions | 1. E-newsletter  2. Social media  3. E-newsletter / social media/future videos 4. E-newsletter / social media/future videos 5. E-newsletter / social media 6. E-newsletter 7. E-newsletter 8. E-newsletter / social media | 1. E-newsletter  Target audience: Sector Partners / Research Centers but open to all e-newsletter subscribers 2. Social media (photos/videos of meetings)  Target audience: Sector Partners / Research Centers but open to all e-newsletter subscribers 3. E-newsletter / social media/future videos Target audience: Programme partners 4. E-newsletter / social media/future videos Target audience: Sector Partners / NGOs / Research Centers / Lebanese/European public/local media 5. E-newsletter / social media to communicate on the workshop/videos and interviews of relevant participants for future use Target audience: Sector Partners / NGOs / Research Centers  6. E-newsletter with infographics about organigram Target audience: Sector Partners / NGOs / Research Centers  7. E-newsletter Target audience: Sector Partners / NGOs / Research  8. E-newsletter/social media Target audience: Sector Partners / Public institutions / NGOs / Research Centers / Lebanese/European public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Showcase of the activities implemented and impact identification | 1. Infographics to be used for both e-newsletter and social media with a highlight on specific data  2. Communicate on the willingness of national stakeholders to implement change and to discuss on the tutelage streamlining 3. A flexible and operational “tutelage” will help the ministry focus its time and resources on sector monitoring. This new structure will also strengthen the tutelage function and enhance the relationship MoEW-WEs for a better governance of the sector 4. Communicate on the willingness of national stakeholders to implement change, to coordinate and to discuss on the tutelage streamlining 5. Communicate on the willingness of national stakeholders to implement change, to coordinate and to discuss on the tutelage streamlining 6. Lebanese stakeholders make progress in preparing the operational implementation of the Reform in order to enhance the sector governance 7. Reform of the tutelage is accelerated thanks to the close coordination between the MoEW and the WE. 8. Communicate on the willingness of national stakeholders to implement change and to discuss the tutelage streamlining | All quarters throughout year 2021 till 2022 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A3 | Define and implement a capacity-building plan for the directorate of exploitation | 1. E-newsletter 2. Workshop 3. Workshop | 1. E-newsletter Target audience: Programme Partner and staff of the MoEW 2. Specific participative workshop with the MoEW staff to build the Capacity-building plan Target audience Programme Partner and staff of the MoEW 3. Specific participative workshop with the MoEW staff to build the Capacity-building plan Target audience: Sector Partners / NGOs / Research Centers | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | 1. A flexible and operational “tutelage” will help the ministry focus its time and resources on sector monitoring. This new structure will also strengthen the tutelage function and enhance the relationship MoEW-WEs for a better governance of the sector 2. A flexible and operational “tutelage” will help the ministry focus its time and resources on sector monitoring. This new structure will also strengthen the tutelage function and enhance the relationship MoEW-WEs for a better governance of the sector 3. The Ministry is committed to reform  Coordination between sector partners is crucial to support change | All quarters throughout year 2021 and 2022 | E-newsletter:  Number of opened e-newsletter  Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A4 | Draft and establish standardized reporting templates for the RWEs and for the MoEW annual report | 1. E-newsletter  2. Workshop | 1. E-newsletter special to the Programme every three months with updates regarding the annual activity report grid  2. Specific participative workshop with the MoEW DG of exploitation and the WEs staff  Target audience: Programme Partner and staff of the MoEW and Wes | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | 1.The WE is committed to reform  2.Coordination between the MoEW and the WEs is crucial to support change | All quarters throughout year 2023 till 2025 | E-newsletter:  Number of opened e-newsletter  Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A5 | Support the structuring of management models of new infrastructure | 1. E-newsletter  2. Workshop | 1. E-newsletter  2. Specific participative workshop with the different donors for integrating a service management approach into the preparation of new infrastructure projects in the sector.   Target audience: Sector Partners / NGOs / Research Centers | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | Change the paradigm from a purely investment based approach to a service based approach, focusing on the financial equilibrium and the sustainability of such services | All quarters throughout year 2023 till 2025 | E-newsletter:  Number of opened e-newsletter  Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A6 | Carry out CAPEX and OPEX studies and a study focused on energy costs of investments | E-newsletter/Workshop/social media | E-newsletter, Workshop, and social media target audience:  1. Programme Partners / Private sector 2. Sector Partners / NGOs / Research Centers 3. Lebanese/European public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level   Showcase of the activities implemented and impact identification | 1. Transparency and comprehensive data sharing and management is crucial to meet the current challenge of WWTP O&M / MoEW, WEs and CDR must fully cooperate and coordinate efforts to overcome this issue, Private sector is part of the process and has to support the ongoing data collection and field investigations 2. National sector stakeholders are fully committed to the urgent issue of wastewater management and they need a coordinated support 3. The MoEW and the WEs as service providers are fully committed in overcoming the current crisis affecting public services EU and AFD are actively supporting these efforts | All quarters throughout year 2021 and 2022 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments.    Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A7 | Support MoEW in updating planning tools | 1. E-newsletter  2. Workshop | 1. E-newsletter  2. Workshop to present the watershed Master Plans validated by the MoEW Target audience: Sector Partners / Public institutions / NGOs / Research Centers / Lebanese/European public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | Commitment from all sector partners to follow the agreed upon validated Master plan | All quarters throughout year 2023 till 2025 | E-newsletter:  Number of opened e-newsletter  Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A8 | Support MoEW in complementary studies identified in the update of the national strategy | 1. E-newsletter  2. Workshop | 1. E-newsletter  2. Workshops to present the studies and their alignment with the strategy  Target audience: Sector Partners/Research Centers / NGOS / Public institutions | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support If we want our investments to be sustainable and make sense for the taxpayers of our countries, then we must commit to supporting reform and promote sustainable services, not just infrastructure, through the projects we finance. | All quarters throughout year 2023 till 2025 | E-newsletter:  Number of opened e-newsletter  Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A9 | Carry out an initial diagnosis at RWEs | 1. E-newsletter/social media/ 2 videos 2. E-newsletter/social media 3. Workshop 4. E-newsletter/social media | 1. e-newsletter/social media/ videos of AFD staff talking about the whole process target audience: Sector Partners / Public institutions / NGOs / Research Centers / Lebanese/European public/local media 2. E-newsletter/social media (infographics with data) / videos with itw of DGs, AFD and sector experts highlighting the process and a quick explanation of how auditing will reinforce transparency and how the new organigram will strengthen the process Target audience: Sector Partners/Research Centers / NGOS / Public institutions/  Lebanese/European public/local media/ 3. Workshop and communication material on the workshop  Target audience: Programme partners/Sector Partners / Public institutions / NGOs / Research Centers Lebanese/European public/local media 4. E-newsletter/social media Target audience: Sector Partners / Public institutions / NGOs / Research Centers / Lebanese/European public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level   Showcase of the activities implemented and impact identification | 1. Communicate on the willingness of WEs to implement change and to enhance transparency of the whole process 2. Infographics with some specific data  Communicate on the WEs current situation and how they struggle, due to the lack of a structure, to provide a minimum service to users 3. A flexible and operational “tutelage” will help the ministry focus its time and resources on sector monitoring. This new structure will also strengthen the tutelage function and enhance the relationship MoEW-WEs for a better governance of the sector 4. Communicate on the willingness of MoEW to implement change and to give more autonomy to the WE in their organization and internal management | All quarters throughout year 2021 till 2022 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments.    Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A10 | Draft and implement a capacity building plan of RWEs | 1. E-newsletter 2. Workshop | 1. E-newsletter Target audience: Programme Partners and staff of Wes 2. Specific participative workshops with the MoEW staff to build the Capacity-building plan Target audience: Sector Partners / NGOs / Research Centers | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | The WEs are committed to change in order to improve the quality of services and our Programme comes in time and is very much needed to support them | All quarters throughout year 2021 and 2022 | E-newsletter:  Number of opened e-newsletter  Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A11 | Capitalize on activities / experience sharing linked to operation and maintenance of services | 1. E-newsletter / Workshop 2. E-newsletter / Workshop 3. E-newsletter / Workshop | 1. E-newsletter Workshop on success stories and pilot initiatives / communication material on these workshops and projects (leaflets, guides, etc.) Target audience: Programme Partners 2. E-newsletter Workshop on success stories and pilot initiatives / communication material on these workshops and projects (leaflets, guides, etc.) Target audience: Programme Partners / Sector Partners / Public institutions / NGOs / Research Centers / Private operators 3. E-newsletter Workshop presenting results and the strategy target audience: Programme Partners / Sector Partners / Public institutions / NGOs / Research Centers / Private operators | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | 1. Improving services will improve the profitability of the sector and self-financing capacity 2. National sector stakeholders are fully committed to improve the quality of services and they need coordinated support 3. Transparency and comprehensive data sharing and management is crucial to meet the current challenge of facilities O&M / stakeholders must fully cooperate and coordinate efforts to overcome this issue National sector stakeholders are fully committed to improve the quality of services and they need coordinated support | All quarters throughout year 2022 | E-newsletter:  Number of opened e-newsletter  Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A12 | Support the setup of delegated management modalities | 1. E-newsletter/Workshop 2. E-newsletter/Workshop/Social Media/ interview | 1. E-newsletter Workshop presenting the assessment process, the results and the evolution of the contracting framework/ communication materials on the workshop 2. E-newsletter  Workshop presenting the study results and the strategy/communication materials on the workshop  Social Media and interview of MoEW representative on the strategy  Target audience: Programme Partners / Sector Partners /Public institutions / NGOs / Research Centers / Private operators | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level   Showcase of the activities implemented and impact identification | 1. National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Private Sector is a key actor of the facilities O&M, their feedback is crucial to develop sustainable new contracting framework Municipalities are key field stakeholders for improving and monitoring the services, they may be in better place to directly manage facilities through specific contracting framework with WE 2. National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Private sector (engineering companies) are a key stakeholder in designing energy-efficient system and facilities, they must be on board of this strategy The MoEW is committed to better controlling energy cost of services and facilities and to developing energy-efficient policy | All quarters throughout year 2022 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments.    Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A13 | Conduct a tariff study in each region / Lead reflection between establishments and with MoEW | 1. E-newsletter/Workshop 2. Presentations/2 animation videos  3. E-newsletter/workshops/campaign | 1. E-newsletter Workshop with MoEW, donors and WE  Target audience: Programme Partners / Sector Partners /Public institutions / NGO 2. Presentations/2 animation videos: 1 on what will change for the citizen in terms of money and 1 on census results Target audience: Lebanese public/local media  3. E-newsletter National and regional workshops on tariff strategy and tariff studies Regional communication campaign when tariff are approved Target audience: Programme Partners / Sector Partners /Public institutions / NGO  Lebanese public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | 1. For donors: 1/If we want our investments to be sustainable and make sense for the taxpayers of our countries, and then we must commit to supporting reform and promote sustainable services, not just infrastructure, through the projects we finance. 2/ National sector stakeholders are fully committed to improve the quality of services and they need coordinated support For WEs: Transparency and reliability of data is the key for sustainable services leading to financial balance and autonomy For NGOs: Coordination is the key for the services improvement  For Public institutions (municipalities): we need you on board of the Reform and we need your support to strengthen services 2. As citizens we all have right to basic services that are sustainable, continuous,  fair, transparent and adapted to our needs and in return we have responsibilities (pay for the service and respect facilities) Communicate on the willingness of WEs to implement change and improve services 3. For sector partners / Ngos / Public institutions: MoEW and WE are fully committed to improving services they need coordinated support For Lebanese public : As citizens we all have right to basic services that are sustainable, continuous,  fair, transparent and adapted to our needs and in return we have responsibilities (pay for the service and respect facilities) | All quarters throughout year 2022 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments.    Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A14 | Develop the performance framework of RWEs | 1. E-newsletter 2. Workshop/Social media | 1. E-newsletter  2. Specific Workshop with Sector stakeholders on "how to enhance the service Performance monitoring" / Social media on the Workshop  Target audience: Programme Partners / Sector Partners / Public institutions / NGOs / Research Centers / Private operators | Dissemination of the information about this project in different stages of the Programme implementation.   Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level   Showcase of the activities implemented and impact identification | Improving the service performance monitoring and transparent communication are crucial to build user’s trust and improve the water bill coverage rate | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments.    Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A15 | Strengthen regional planning tools | 1. E-newsletter 2. Publication of Master plans | 1. E-newsletter Target audience: Programme Partners / Sector Partners /Public institutions / NGO 2. Publication of Master plans (if any) Target audience: Lebanese public/local media | Dissemination of the information about this project in different stages of the Programme implementation. | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support | All quarters throughout year 2022 | E-newsletter:  Number of opened e-newsletter  Master plan: Number of master plans |
| A29 | Legal implementation of the new agreed upon MoEW structure | E-newsletter/social media | e-newsletter/social media (infographics about organigram) Target audience: Sector Partners / Public institutions / NGOs / Research Centers / Lebanese/European public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Showcase of the activities implemented and impact identification | A flexible and operational “tutelage” will help the ministry focus its time and resources on sector monitoring. This new structure will also strengthen the tutelage function and enhance the relationship MoEW-WEs for a better governance of the sector | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A30 | Legal implementation of the new agreed upon WEs structure | E-newsletter | E-newsletter Target audience: Programme Partners / Public institutions Sector Partners / NGOs / Research Centers | Dissemination of the information about this project in different stages of the Programme implementation. | A flexible and operational “tutelage” will help the ministry focus its time and resources on sector monitoring. This new structure will also strengthen the tutelage function and enhance the relationship MoEW-WEs for a better governance of the sector | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter |
| A31 | Conduct customers census studies in the view of addressing NRW and water tariff | E-newsletter/social media | E-newsletter/social media Target audience: Sector Partners / Public institutions / NGOs / Research Centers / Lebanese/European public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Showcase of the activities implemented and impact identification | Conducting customer studies is a crucial activity to be implemented prior to any tariff study | All quarters throughout year 2021 till 2024 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A32 | Evaluating District Metering Areas (DMA) in the view of addressing NRW and water tariff | E-newsletter/social media | E-newsletter/social media Target audience: Sector Partners / Public institutions / NGOs / Research Centers / Lebanese/European public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Showcase of the activities implemented and impact identification | Evaluating District Metering Areas is a crucial activity to be implemented prior to any tariff study | All quarters throughout year 2021 till 2024 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| Pilar 2: Maturation of projects | A16 | Draft a project analysis grid | Workshops | Coordination workshops Target audience: Programme Partners / Sector Partners | Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Improving services will improve the profitability of the sector an self-financing capacity \*If we want our investments to be sustainable and make sense for the taxpayers of our countries, then we must commit to supporting reform and promote sustainable services, not just infrastructure, through the projects we finance. | All quarters throughout year 2022 | Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A17 | Analyze the projects | Workshops | Coordination workshops Target audience: Programme Partners / Sector Partners | Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Improving services will improve the profitability of the sector an self-financing capacity If we want our investments to be sustainable and make sense for the taxpayers of our countries, then we must commit to supporting reform and promote sustainable services, not just infrastructure, through the projects we finance. | All quarters throughout year 2022 | Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A18 | Organize and set-up a multi-actor reflection process centered on reviewed projects | Workshops | Coordination workshops Target audience: Programme Partners / Sector Partners | Facilitation of discussion across different stakeholders (MoEW, WEs, CDR sector partners, local WASH NGOs, donors, civil society representatives) on the key messages and reforms to be brought to the national level | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Improving services will improve the profitability of the sector an self-financing capacity If we want our investments to be sustainable and make sense for the taxpayers of our countries, then we must commit to supporting reform and promote sustainable services, not just infrastructure, through the projects we finance. | All quarters throughout year 2022 | Workshop:  Number of workshops organized.  Number of factsheets developed and disseminated (via social media and in the hard copy)  Number of workshops/meetings organized. |
| A19 | Select priority projects and conduct feasibility studies | E-newsletter | E-newsletter Target audience: Programme Partners / Sector Partners | Dissemination of the information about this project in different stages of the Programme implementation. | If we want our investments to be sustainable and make sense for the taxpayers of our countries, then we must commit to supporting reform and promote sustainable services, not just infrastructure, through the projects we finance. | All quarters throughout year 2022 till 2025 | E-newsletter:  Number of opened e-newsletter |
| Pilar 3: Institutional coordination and dialogue | A20 | Develop sectoral coordination tools | E-newsletter / social media | E-newsletter / social media on coordination meetings Target audience: Programme Partners / Sector Partners / Public institutions / NGO  Lebanese public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Reinforcement of the coordination between  the different stakeholders  Showcase of the activities implemented and impact identification | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Monitoring and transparent communication are crucial to build user’s trust and improve the water bill coverage rate  All sector stakeholders are committed to improve services for the public and mobilize their resources to support the MoEW and the WE that are fully committed to make change in the sector governance and the services management | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A21 | Support the consultation framework between MoEW and the establishments | E-newsletter / social media | E-newsletter / social media on coordination meetings Target audience: Programme Partners / Sector Partners / Public institutions / NGO  Lebanese public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Reinforcement of the coordination between  the different stakeholders  Showcase of the activities implemented and impact identification | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Monitoring and transparent communication are crucial to build user’s trust and improve the water bill coverage rate  All sector stakeholders are committed to improve services for the public and mobilize their resources to support the MoEW and the WE that are fully committed to make change in the sector governance and the services management | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A22 | Support water establishments in creating and leading a dialogue group | E-newsletter / social media | E-newsletter / social media on coordination meetings Target audience: Programme Partners / Sector Partners / Public institutions / NGO  Lebanese public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Reinforcement of the coordination between  the different stakeholders  Showcase of the activities implemented and impact identification | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Monitoring and transparent communication are crucial to build user’s trust and improve the water bill coverage rate  All sector stakeholders are committed to improve services for the public and mobilize their resources to support the MoEW and the WE that are fully committed to make change in the sector governance and the services management | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A23 | Strengthen the MoEW/Donors/RWEs concertation framework | E-newsletter / social media | E-newsletter / social media on coordination meetings Target audience: Programme Partners / Sector Partners / Public institutions / NGO  Lebanese public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Reinforcement of the coordination between  the different stakeholders  Showcase of the activities implemented and impact identification | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Monitoring and transparent communication are crucial to build user’s trust and improve the water bill coverage rate  All sector stakeholders are committed to improve services for the public and mobilize their resources to support the MoEW and the WE that are fully committed to make change in the sector governance and the services management | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A24 | Strengthen the coordination / investment planning MoEW/RWEs/CDR | E-newsletter / social media | E-newsletter / social media on coordination meetings Target audience: Programme Partners / Sector Partners / Public institutions / NGO  Lebanese public/local media | Dissemination of the information about this project in different stages of the Programme implementation.   Reinforcement of the coordination between  the different stakeholders  Showcase of the activities implemented and impact identification | National sector stakeholders are fully committed to improve the quality of services and they need coordinated support Monitoring and transparent communication are crucial to build user’s trust and improve the water bill coverage rate  All sector stakeholders are committed to improve services for the public and mobilize their resources to support the MoEW and the WE that are fully committed to make change in the sector governance and the services management | All quarters throughout year 2021 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+public shares+comments. |
| A25 | Set-up The Water and Wastewater Observatory | 1. E-newsletter / Social Media / Video/ observatory 2. Public debate sessions | 1. E-newsletter / Social Media / Video and the observatory itself  2. Public debate sessions that will be held by the Observatory.  Target audience: Programme Partners / Sector Partners / Public institutions / NGO  Lebanese public/local media | Observatory set-up | 1. National sector stakeholders are fully committed to disseminate knowledge and ensure accountability through the observatory 2. All sector stakeholders are committed to support the MoEW and the WE that are fully committed to make change in the sector governance and the data management | All quarters throughout year 2023 till 2025 | E-newsletter:  Number of opened e-newsletter  Social media:  hoot suite tracking of all mentions and tags report on all media coverage Interaction with the URL, number of clicks Engagement per post: likes+ public shares+ comments.    Public sessions:  Number of public sessions organized. |
| A26 | Establish national and regional workshops | Directly related to the activities (as described above) | | | | All quarters throughout year 2021 till 2025 | Depending on the communication activity |
| A27 | Strengthen digital communication tools | To be defined according to the reform implementation status and to the sector's development (may be on the tariffs, on the efforts made by the WEs or the MoEW to overcome the current crisis, etc.)  In addition, infographics, visualization and simplified messaging would be used for the RWE in terms of digital communication. In addition digitizing internal communication within the RWEs might also be considered. | | | | All quarters throughout year 2021 till 2025 | Depending on the communication activity |
| A28 | Increase sector visibility | To be defined based on a specific assessment of the communication plans, tools and activities for each WE and according to the sector's development in each region  At a national level, a national campaign to highlight one of the programme’s key messages and progress on the reforms might be held. | | | | All quarters throughout year 2021 till 2025 | Depending on the communication activity |

# Annex 2 – Action Plan

The Programme’s action plan was validated at the Steering Committee on April 2021. This plan is reviewed and validated on a bi-annual basis during the Steering Committee.



# Annex 3 – Sworn Statement MODEL

**Declaration of integrity, eligibility and environmental and social commitment**

Call for proposal’s title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Candidate’s name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. We certify that we are not, and that none of the members of our consortium and our subcontractors are, in any of the following cases:

1.1) are or have been the subject of bankruptcy, liquidation, judicial settlement, safeguard, cessation of activity or be in any similar situation resulting from a procedure of the same nature;

1.2) have been the subject of a conviction handed down for less than five years by a judgment having the force of res judicata in the country where the project is carried out or for any offense committed in the context of the award or execution of a market ;

1.3) appear on the financial sanctions lists adopted by the United Nations, the European Union and / or France, in particular with regard to the fight against the financing of terrorism and against attacks on international peace and security;

1.4) in professional matters, having committed serious misconduct during the past five years in the award or performance of a contract;

1.5) not having fulfilled our obligations relating to the payment of social security contributions or our obligations relating to the payment of our taxes according to the legal provisions of the country where we are established.

1.6) be subject to an exclusion decision pronounced by the World Bank, as of May 30, 2012, and appear as such on the list published at the electronic address http://www.worldbank.org/debarr ;

1.7) being guilty of misrepresentation in providing the information required in the context of the procurement process.

2. We are committed to respect and ensuring that all of our subcontractors respect the environmental and social standards recognized by the international community, including the fundamental conventions of the International Labor Organization (ILO) and the international conventions for the environmental protection, in accordance with the laws and regulations applicable to the country in which the Contract is carried out.

3. We, the members of our consortium and our subcontractors authorize AFD to examine the documents and accounting documents relating to the award and performance of the Contract and to submit them for verification to auditors appointed by AFD.

Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_as\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Duly authorized to sign the offer for and on behalf of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Ministry of Europe and Foreing Affairs , see regional maps of vigilance zones regularly updated on <https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/> [↑](#footnote-ref-1)
2. EU, Communication and Visibility in EU-financed external actions - Requirements for implementing partners (Projects), January 1st, 2018. [↑](#footnote-ref-2)
3. Ministry of Europe and Foreing Affairs , see regional maps of vigilance zones regularly updated on <https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/> [↑](#footnote-ref-3)
4. All costs incurred by the service provider relating to the conception of his proposal will be borne by the service provider [↑](#footnote-ref-4)