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This action is funded by the European Union

ANNEX 1

of the Commission Implementing Decision on the Annual Action Programme 2016 Part III in favour of the Asia region to be financed from the general budget of the European Union

Action Document for ASEAN Regional Integration Support from the EU (ARISE Plus)

INFORMATION FOR POTENTIAL GRANT APPLICANTS

WORK PROGRAMME FOR GRANTS

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012) in the following sections concerning grants awarded directly without a call for proposals: 5.3.1

1. Title/basic act/ CRIS number	ASEAN Regional Integration Support from the EU (ARISE Plus) CRIS number: ASIE/2014/037-716 financed under Development Cooperation Instrument
2. Zone benefiting from the action/location	South East Asia (Association of Southeast Asian Nations - ASEAN) The action shall be carried out at the following location: ASEAN Member States with some activities may take place in the European Union.
3. Programming document	Regional Multiannual Indicative Programme ASIA 2014-2020
4. Sector of concentration/ thematic area	Focal sector 1 (ASEAN): Connectivity through Sustainable and Inclusive Economic Integration and Trade DEV. Aid: YES
5. Amounts concerned	Total estimated cost: EUR 41 000 000 Total amount of EU budget contribution: EUR 40 000 000 This action is co-financed by potential grant beneficiary and cofounded by a specialised EU agency for an indicative total amount of EUR 1 000 000
6. Aid modalities and implementation modalities	Project Modality Direct management: Grants – direct award and Procurement of services Indirect management with EUIPO ¹ and EASA

¹ From 24 March 2016, the name of the European Office for Harmonisation in the Internal Market (OHIM) has been replaced by European Union Intellectual Property Office Regulation (EU) 2015/2424 OJEU 24/12/2014

7. DAC code(s)	33110 Trade policy and administrative management 33120 Trade Facilitation 33130 Regional Trade Agreement 32130 SME Development 16062 Statistics 21010 Transport policy			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	X	<input type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	<input type="checkbox"/>	X
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>

SUMMARY

The **ARISE Plus programme is a 41M EUR six year programme (2016-2022)** supporting the ASEAN regional economic integration under Focal Sector 1 of the Asian Regional Indicative programme (2014-2020).

ARISE Plus consolidates and enhances the results already achieved with past and on-going EU regional technical assistance programmes to meaningfully support the ASEAN Economic Community (AEC) Blueprint 2025. It follows the structure of AEC Blueprint 2025, its five characteristics and selected priority elements. The overall objective of ARISE Plus is to support greater economic integration in ASEAN through the implementation of the ASEAN Economic Community Blueprint 2025 and strengthening institutional capacity. The specific objectives are:

1. To improve customs, transport facilitation, trade facilitation and standards with a view to achieve a **highly integrated and cohesive economy**
2. To improve in the areas of IPR, competition policy, consumer protection and good regulatory practices with a view to achieve a more **competitive, innovative, and dynamic ASEAN**
3. To **enhance connectivity and sectoral cooperation** particularly in Food and Pharmaceuticals (Agro-based products and Healthcare), as well as Transport (including enhancement of the ASEAN Single Aviation Market)

4. To enhance private sector engagement, notably SMEs, and efforts to narrow the development gap among and within ASEAN Member States with a view to contributing to a more **resilient, inclusive and people-oriented, people centered ASEAN**
5. To enhance engagements with regional and global partners to become a more **Global ASEAN**
6. To **strengthen institutional capacities** through, in particular, managing the integration process with an emphasis on progress monitoring and impact assessment, including statistics, coordination and management and improved capacity among ASEAN bodies and the ASEAN Secretariat

1 Context

1.1 Sector/Country/Regional context/Thematic area

1.1.1 Public Policy Assessment and EU Policy Framework

The Association of Southeast Asian Nations (ASEAN) brings together 10 Member States (AMS) including two developed countries (i.e. Brunei and Singapore), five middle-income countries (i.e. Indonesia, Malaysia, the Philippines, Thailand and Viet Nam) and three least developed countries (i.e. Cambodia, Lao PDR and Myanmar). ASEAN was home to more than 622 million people in 2014. Amidst slow global recovery and growth moderation in emerging economies, the economic growth rate for the region stood robust at 4.6%. Yet the economic benefits of growth have been unevenly distributed. While poverty in ASEAN decreased significantly from 1990 (45%) to 2010 (15%), more than 90 million people still live below the poverty line of USD 1.25 per day.

Notwithstanding specific efforts under the Initiative for ASEAN Integration (IAI), the newer ASEAN Member States (AMS) - CLMV countries-, have yet to catch up with the 'ASEAN-6'.

The economic development agenda in the region is pursued via three main avenues: (i) the individual national and subnational development plans, (ii) the ASEAN Community Vision 2025, the AEC Blueprint (AECB) 2025 adopted in November 2015, the up-coming new Master Plan for ASEAN Connectivity (MPAC) and the Initiative for ASEAN Integration Work Plan II, and (iii) global integration via the World Trade Organisation (WTO) including its recent Bali (9th Ministerial) package on trade facilitation and bilateral as well as pluri-lateral trade and investment agreements.

The EU's economic development cooperation is supported by the EU trade policies for developing countries. On 1st January 2014, the new Generalised Scheme of Preferences (GSP) trade regime came into effect. The poorest AMSs (Cambodia, Laos and Myanmar) retain their special market access arrangements under Everything but Arms (EBA) while AMS with developing country status benefit either from the GSP general arrangement (Indonesia, Vietnam) or the GSP+ (Philippines). Due to their upper-middle income countries' status (Thailand, and Malaysia) or their high-income status (Brunei Darussalam and Singapore), these countries do not benefit from GSP and are subject to the standard 'Most Favoured Nation (MFN)' tariffs. The Free Trade Agreement between the EU and Singapore was concluded in October 2014, while the one with Viet Nam was concluded in December 2015. The EU is also negotiating FTAs with Malaysia and Thailand (negotiations currently 'on hold') and shall launch FTA negotiations with the Philippines in 2016, following the recent conclusion of a scoping process with the country. Scoping discussions with Indonesia are ongoing. Finally three Partnership and Cooperation Agreement (PCA) have been concluded in the region between the EU and Indonesia, Viet Nam and Philippines. An Investment Protection Agreement between EU and Myanmar is also being negotiated.

The 2012 Bandar Seri Begawan (Brunei) Plan of Action aims at strengthening ASEAN-EU partnership. Building upon the achievements of nearly 40 years of ASEAN-EU Dialogue Relations, it aims to bring cooperation to a higher level and address regional and global challenges of shared concern for the period 2013-2017. This plan covers a wide range of areas – political/security, economic/trade, sociocultural – reflecting the multifaceted character of ASEAN – EU relations. It serves as a vehicle to strengthen the ASEAN-EU Partnership, while at the same time supporting ASEAN's goals of regional integration and community building, including an enhanced ASEAN connectivity. Connectivity is one of the key areas of ASEAN integration. A well-connected ASEAN will contribute towards a more competitive and resilient ASEAN. It will bring peoples, goods, services and capital closer together. This ambition goes in line with the EU and ASEAN agreement to scale-up their relations towards a strategic partnership.

In May 2015 a joint Communication "The EU and ASEAN: a partnership with a strategic purpose" was published by the EU to boost EU-ASEAN relations and provide a framework for strengthened cooperation.

To frame EU co-operation to the region for 2014-2020, EUR 170 million allocation is dedicated to ASEAN, including EUR 85 million to support ASEAN regional economic integration and Aid for Trade actions.

8 AMS benefiting from EU bilateral development cooperation have developed ways to coordinate TRTA, in quite a few cases through the Enhanced Integrated Framework (EIF)².

1.1.2 Stakeholder analysis

The ASEAN Secretariat (ASEC) and government officials from the AMS –Trade Ministries in priority but not only- will be the primary direct beneficiaries. Other key stakeholders include the private sector in ASEAN.

The AMS are directly involved in ASEAN Economic Integration through line ministries who participate in the various ministerial and senior officials groups such as the Senior Economic Officials' Meeting (SEOM) and the working groups under their purview. They are the highest authorities in their domain after the ministerial level meetings. However, their limited number of meetings in each area combined with the relative lack of capacity of ASEC and / or chair country to follow up between meetings, prevent a fast move.

The Committee of Permanent Representatives (CPR) to ASEAN in Jakarta is in charge of approving the budget and resource allocation of the ASEC. It plays a crucial role on all matters pertaining to institutional capacity of ASEAN.

Since ARISE Plus will assist AMS in transposing and implementing regional agreements, as well as in addressing specific national issues, AMS line ministries will be important stakeholders. Similarly, ASEAN National Secretariats, and National Parliaments play a key role in ensuring transposition of regional agreements into national legislation. National Ministries are ultimately responsible for implementation.

The ASEAN Integration Monitoring Directorate (AIMD) under the newly approved structure of the ASEC (January 2016) has the core responsibility for economic integration monitoring. Up to 2015, ASEAN economic integration monitoring, has focused on compliance monitoring through the AEC Scorecard. Moving forward, AIMD is working on enhancing the monitoring framework for AEC 2025, which is expected to go beyond the current approach of compliance monitoring to also cover outcomes monitoring and impact analysis. The Statistics Division under AIMD (ASEANstats) and the ASEAN Community Statistical System play a key role in integration monitoring.

The AEC 2025 has a new emphasis on enhancing SMEs contribution to development and private sector outreach. ARISE Plus therefore provides support in this area. With regard to Micro level (MSMEs), such level of intervention could be dealt by EU bilateral intervention projects when deemed appropriate and probably less by ARISE Plus.

The value addition of sharing experience based on the EU integration process brings in additional stakeholders such as: the European Commission line directorates general (DG SANTE, DG GROW, DG TAXUD and DG MOVE) and the 8 EU Delegations based in AMS.

1.1.3 Priority areas for support/problem analysis

While significant progress has been made, in particular on tariff reduction and elimination, economic integration in ASEAN still has a long way to go, with trade facilitation and non-tariff measures yet to be fully addressed.

² See page 9 foot Footnote

The new **5 characteristics of the AEC Blueprint 2025 and its 17 elements** provide a solid basis for trade related technical assistance (TRTA) in the region. ARISE Plus consolidates and enhances the results achieved with past and on-going EU Regional Technical Assistance actions to meaningfully support the AEC. To ensure alignment, ARISE Plus follows the structure of the AEC Blueprint 2025. It is therefore proposed that the EU’s TRTA priority areas in the region (both regionally and at the level of each AMS) be directly linked to selected elements under the AEC Blueprint 2025 as shown in the table 1.

Highly Integrated and Cohesive Economy	Competitive, Innovative, and Dynamic ASEAN	Enhanced Connectivity and Sectoral Cooperation	Resilient, Inclusive and People-Oriented, People-Centred ASEAN	Global ASEAN
<ul style="list-style-type: none"> • <u>Trade in Goods</u> • Trade in Services • Investment Environment • Financial Integration, Financial Inclusion, and Financial Stability • Facilitating Movement of Skilled Labour and Business Visitors • <u>Enhancing Participation in Global Value Chains</u> 	<ul style="list-style-type: none"> • <u>Effective Competition Policy</u> • <u>Consumer Protection</u> • <u>Strengthening Intellectual Property Rights Cooperation</u> • Productivity-Driven Growth, Innovation, Research and Development, and Technology Commercialisation • Taxation Cooperation • Good Governance • Effective, Efficient, Coherent and Responsive Regulations, and Good Regulatory Practice • Sustainable Economic Development • Global Megatrends and Emerging Trade-related Issues 	<ul style="list-style-type: none"> • <u>Transport</u> • Information and Communications Technology • E-commerce • Energy • <u>Food, Agriculture, and Forestry</u> • Tourism • <u>Healthcare</u> • Minerals • Science and Technology 	<ul style="list-style-type: none"> • <u>Strengthening the Role of Micro, Small, and Medium Enterprises</u> • <u>Strengthening the Role of the Private Sector</u> • Public-Private Partnership • <u>Narrowing the Development Gap</u> • Contribution of Stakeholders on Regional Integration Efforts 	<ul style="list-style-type: none"> • <u>More strategic and coherent approach towards external economic relations</u> • Review existing FTAs • Enhance economic partnerships with non-FTA Dialogue Partners by upgrading and strengthening trade and investment work programmes/plans • <u>Engage with regional and global partners</u> • <u>Continue strongly supporting the multilateral trading system and actively participating in regional fora</u> • Continue to promote engagement with global and regional institutions.

Table 1: Elements of the five characteristics of AEC 2025 (underlined are areas of intervention of ARISE Plus).

Note: Some of these elements/area of intervention are crosscutting in nature and shall be tackled under ARISE Plus under different components, such as engagement with the private sector/SMEs, competition policy, consumer protection, narrowing development gap, etc.

In addition to the selected elements and to continue its economic integration process, ASEAN will need to strengthen its institutional capacities to manage and monitor progress, results and impacts.

In a context of very different levels of infrastructure, institutional and human development across ASEAN, the costs and benefits from greater economic integration may lead to a widening rather than narrowing development gap. The challenge will be for ASEAN to pursue its integration in a way that leads to inclusive economic growth addressing development gap among and within AMS as pursued by

the Initiative for ASEAN Integration-IAI. For national transposition activities, ARISE Plus will focus in priority on CLMV.

To give more impetus to the implementation of some key integration measures, ASEAN is working on its new Master Plan on ASEAN Connectivity (MPAC) covering three dimensions of connectivity: physical connectivity, institutional connectivity and people-to-people connectivity. While MPAC is cross cutting in nature and goes beyond the AEC 2025, ARISE Plus will support the soft economic connectivity aspects of this plan (MPAC update to be disclosed by ASEAN Leaders in September 2016).

2. RISKS AND ASSUMPTIONS

Risks	Risk level	Mitigating measures
Lack of genuine political commitment and administrative willingness to implement changes and reforms.	M	Regular political dialogue with high level ASEAN sectoral bodies and various national governments, as well as through intensive dialogue in the course of programme implementation.
Development gaps among and within AMS (regulatory, technical and infrastructural) may prevent achievement of higher level results.	H	Targeted country level support and capacity building in CLMV
Absorptive capacity (knowledge transfer) is inadequate and unsustainable.	M	Request as in-kind contribution the allocation of staff at ASEC and AMS level; Tailored country level activities aligned with national priorities. Coordination of assistance with other donor partners in individual AMSs.
Wrong/ inadequate personnel attendance to meetings.	M	Clear identification of ASEAN official participants. Monitor attendance and report to respective ASEAN SOMs; country level coaching and monitoring. Develop a mechanism of cascading information from regional to national level activities.
High staff turnover takes place.	M	To be addressed at ASEAN SOM level.
SMEs in some countries may not have associations to represent them.	L	Support strengthening of private sector representation to be included as part of the programme; build on existing policy dialogue platforms; support ASEAN wide platforms.
Growing competition and economic uncertainty in the face of a global slowdown could trigger protectionist tendencies in some AMS and slow the momentum of ASEAN integration efforts.	H	Regular political dialogue with high level ASEAN sectoral bodies and the various national governments, as well as intensive dialogue in the course of the programme implementation.
Assumptions		
<ul style="list-style-type: none"> - Continuous commitment of AMS governments on strengthening ASEAN institutional capacity and further economic integration beyond 2015; - Social and political stability is maintained; - ASEAN integration beyond 2015 is given an enhanced position as part of the AMS governments' national development agendas in the course of programme's implementation; - Continuous coordination amongst the donors to ASEAN takes place to ensure coherence, complementarity and efficiency. 		

3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The EU is a meaningful partner to ASEAN. Past and on-going EU-ASEAN development cooperation projects provide valuable lessons for future cooperation.

a) Staffing: a new programme will have to duly address staffing level constraints in the ASEC by keeping a flexible approach and aligning with the absorption capacity, ensuring strong coordination with other donors.

b) Sharing of experience: the EU model is a recognized source of inspiration for ASEAN; the close collaboration with European Commission relevant DGs in terms of facilitating transfer of best practices and experience from Europe should be continued and intensified.

c) Relations with AMS: close contact with AMS through national focal points is a factor of success for regional programmes. AMS needs are different; hence, tailor-made cooperation arrangements need to be developed for national transposition of regional interventions.

d) Flexibility: to ensure adequate solution to emerging needs in a fast evolving region, the programme requires built-in flexibility to strike a balance between programme design and realities during implementation.

e) Legal enforcement: AMS also face difficulties in transposing and implementing their regional commitments at the national level. ARISE Plus programme should focus on more narrow set of integration initiatives to ensure better impact.

f) Level of engagement: while it is important that projects be hosted in ASEC where the policies and implementation guides are drafted, and implementation monitored, a direct engagement with ASEAN sectoral bodies (represented by AMS) has proven instrumental in responding to Member States' concerns and enhancing ownership of results. The ARISE Plus further builds on and strengthen such engagement with Member State bodies, facilitated by the ASEC.

g) Indicators for monitoring: it is important to develop Objectively Verifiable Indicators (OVI) to measure the achievement of ARISE Plus objectives & results. OVI should be developed in close consultation with ASEAN sectoral bodies and ASEC and be linked to the official ASEAN Monitoring Integration indicators.

h) Coordination: To ensure best impact between regional and national initiatives (including future bilateral TRTA at country-level) efforts shall be put on making a more consistent multi-level approach.

The EU is a key policy dialogue interlocutor at bilateral level in most AMS, especially in CLMV, due to their increased reliance on export-led growth, the EU market being for some of them their prime export market, and the relative importance of EU bilateral technical support.

The EU is also playing a major role in sectoral policy dialogue at national level often as Chair of relevant sector working groups and/or as Enhanced Integrated Framework³ (EIF) donor facilitator. As far as assistance delivered at regional ASEAN level is concerned, the use of specialised EU agencies (such as EUIPO, the EU Intellectual Property Office; or EASA, the European Aviation Safety Agency) has shown

³ The EIF is a multi-donor programme which supports LDCs to be more active players in the global trading system by helping them tackle supply-side constraints to trade. Objectives: (i) mainstream trade into national development strategies; (ii) set up structures needed to coordinate the delivery of trade-related technical assistance; and (iii) build capacity to trade, which also includes addressing critical supply-side constraints. See: <http://enhancedif.org/en>

to be an effective way of implementation. Broad, flexible, and demand-driven technical assistance such as under the ARISE project, delivering policy support at regional level and specific training at national level is also well recognised and appreciated by ASEAN. This is confirmed by both mid-term evaluations carried out in 2015 on the two ongoing programmes, ECAP III Phase II and AATIP, which rated progress positively. For ECAP III, a good degree of ownership by ASEAN IP Offices and countries was highlighted. The project was assessed as highly relevant in order to continue implementation of the ASEAN IPR Action Plan. The exit strategy of the current phase will focus on the handover of the IP tools/databases. For AATIP, results of the Mid-term evaluation are also positive. AATIP was considered successful in providing significant awareness, more communication within the ASEAN and understanding of the regional requirements to move to an ASEAN Single Aviation Market. The project is highly relevant to the ASEAN needs and sustainability will be achieved regarding the theme of Air Traffic Management.

The other two regional technical assistance programmes, ARISE and COMPASS, were also evaluated in 2015. ARISE mid-term review highly rates the programmes relevance, efficiency, effectiveness and impact due to its strong presence in ASEC and its good alignment to ASEAN priorities. The report further concludes that ARISE set-up has provided an effective way to identify and meet AMS needs via ASEAN sector working groups & coordinating committees. The external monitoring mission of COMPASS in 2015 was also positive. It concluded that the implementation mechanism was conducive for achieving the expected results to enhance the ASEAN Statistical system and improve availability, quality and comparability of the AMS statistics, including narrowing the gaps among AMS.

It is acknowledged that the current co-operation portfolio is somehow fragmented, with limited central co-ordination. This has led to a multiplication of EC funding decisions (more than 20 in the ASEAN region between 2007 and 2013) for often relatively small projects generating high transaction costs for both the EU and ASEAN sides. This advocates in favour of a rationalisation of the process, and improved coordination, to increase both impact and visibility.

Nevertheless, due to the different timing constraints and focal areas of future country-level interventions in AMS, it has been decided to proceed with the rationalisation of the regional programmes, which shall be under one consolidated programme, rather than four separate interventions until now, and to formulate fewer bilateral projects in parallel or at a slightly later stage.

3.2 Complementarity, synergy and donor coordination

EU economic development co-operation operates both at national (AMS) and at regional (ASEAN) levels. In terms of on-going TRTA at national level there is one in Indonesia, one in the Philippines, one in Viet Nam, one in Cambodia, one in Lao PDR and two in Myanmar.

	Project	M€	2014	2015	2016	2017	2018
ASEAN	AATIP (Air Transport)	5	■	■	■		
	ARISE (Economic integration)	15	■	■	■	■	
	COMPASS (Statistics)	7.5	■	■	■	■	■
	ECAP (IPR) <i>ends Feb 2017</i>	4.5	■	■	■		
Cambodia	Agro SMEs	8.6	■				
	EIF for TA to LDC	5.5	■	■	■		
	TDSP	11.5	■	■			

Indonesia	ACTIVE	2.5	■	■														
	TCF	12.5	■	■	■	■	■	■	■									
	TSP 2	15	■	■	■	■												
Lao PDR	TDF Phase 2	4	■	■	■	■	■	■	■	■								
Myanmar	Trade Devpt. Prog.	10	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Capacity Building Prog.	1	■	■														
	SMART Myanmar	2	■	■	■	■												
	SMART II Myanmar	2.5					■	■	■	■								
Philippines	TRTA 3	8	■	■	■	■	■	■	■									
Viet Nam	MUTRAP IV	15	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Table 3: Simplified list of on-going TRTA projects amounting to €130 M

With the framework of the Regional Multiannual Indicative Programme ASIA 2014-2020, ASEAN Focal Sector 1-support to regional integration has two levels of intervention:

- Regional level activities including national transposition
- National level activities to support specific country needs and priorities to enhance ownership

ARISE Plus presented in this Action Document focuses on the regional intervention. The TRTA for country-specific interventions will be formulated in parallel or later.

There are also a number of projects linked to ICI + and the Partnership Instrument (PI) in AMS. The topics of economic integration range from standardisation, trade facilitation, trade policy and regulations, capacity building, food safety, support private sector, etc. – almost all of which are included in ARISE Plus. Under ICI+, Business Networks are established in AMS.

The four ongoing TRTA programmes in which the EU is engaged at the ASEAN level are: (i) ASEAN Regional Integration Support by the EU (ARISE), geared towards management of the ASEAN economic integration process, trade facilitation, harmonisation of export quality infrastructure, and capacity development of ASEC, (ii) Capacity Building Project for Monitoring Integration Progress and Statistics (COMPASS), aimed at providing support for the harmonisation and improvement of trade and investment statistics at ASEAN and AMS level and to strengthen the monitoring of ASEAN economic integration; (iii) an ASEAN IPR Protection project (ECAP III) – focussing on IPR administration and enforcement, IPR legal and policy frameworks, and Brand Development; and (iv) an ASEAN Air Transport Integration Project, dealing with air transport sector integration, capacity building of Civil Aviation Authorities, and industrial cooperation.

Through its support to the ASEAN Customs Transit System (ACTS)⁴, inspired by the EU New Computerised Transit System, ARISE addresses many aspects of Trade Facilitation included in the proposed new WTO Trade Facilitation Agreement. While ARISE mainly intervenes at regional level, it endeavours to co-ordinate with other organisations supporting national development. This is the case in

⁴ ACTS pilot programme starting in north-south corridor Thailand-Malaysia-Singapore under EU-ARISE to be roll-out to CLMV under ARISE Plus

particular with the Asian Development Bank which are upgrading Mekong countries to be ready for ACTS roll-out under ARISE Plus.

At the regional level, there are also a number of other programmes in the area of ASEAN Economic Community mainly from Australia, Germany, Japan, USA and World Bank.

Under the Partnership Instrument it is envisaged to support IPR and Civil Aviation sectors in the future in full coordination with ARISE Plus.

Overall, informal coordination takes place at regional level, among donors, as well as among the projects established in ASEC.

3.3 Cross-cutting issues

Crosscutting issues like good economic governance (e.g. public procurement, and trade and competition), social impact (e.g. social standards' compliance, gender equality), public health (e.g. sanitary and phyto-sanitary rules, standards and conformity assessment) and sustainable development (e.g. trade in environmentally hazardous goods, illegal timber trade, IUU fishing and compliance with environmental regulations) will be incorporated in the activities of the programme, when deemed relevant.

Indirectly, ARISE Plus will also directly support the EU's commitment to post-2015 Development Agenda. ARISE Plus meets 5 of the 17 Sustainable Development Goals (SDGs) targets: (8) Promote strong, inclusive and sustainable economic growth and decent work for all; (10) Reduce inequality within and among countries; (12) Promote sustainable consumption and production patterns; (16) Achieve peaceful and inclusive societies, rule of law, effective and capable institutions; (17) Strengthen and enhance the means of implementation and global partnership for sustainable development.

4. DESCRIPTION OF THE ACTION

4.1 Objectives/results

A regionally-oriented approach supports the implementation of ARISE Plus, which is aligned with AEC Blueprint 2025, made official in November 2015.

The **overall objective** of the programme is to support greater economic integration in ASEAN through the implementation of the ASEAN Economic Community Blueprint 2025 and strengthening institutional capacity.

Arise Plus has six (6) **specific objectives**. The first five specific objectives (1-5) match the five characteristics of the AEC Blueprint 2025 (see section 1.1.3). The 6th specific objective relates to strengthening ASEAN institutional capacities to achieve the first five objectives.

1. To improve customs, transport facilitation, trade facilitation and standards with a view to achieve a **highly integrated and cohesive economy**
2. To improve in the areas of IPR, competition policy, consumer protection and good regulatory practices with a view to achieve a more **competitive, innovative, and dynamic ASEAN**
3. To **enhance connectivity and sectoral cooperation** particularly in Food and Pharmaceuticals (Agro-based products and Healthcare), as well as Transport (including enhancement of the ASEAN Single Aviation Market)

4. To enhance private sector engagement, notably SMEs, and efforts to narrow the development gap among and within ASEAN Member States with a view to contributing to a more **resilient, inclusive and people-oriented, people centered ASEAN**
5. To enhance engagements with regional and global partners to become a more **Global ASEAN**
6. To **strengthen institutional capacities** through, in particular, managing the integration process with an emphasis on progress monitoring and impact assessment, including statistics, coordination and management and improved capacity among ASEAN bodies and the ASEAN Secretariat

The expected results of ARISE Plus are directly aligned with the above specific objectives⁵.

4.2 Main activities

ARISE Plus supports activities with a regional dimension, including related activities with a national transposition. These activities are follow-up to interventions done under 4 successful regional projects, namely ARISE, COMPASS, ECAP III, and AATIP (See section 3.2).

In line with the EU Development Cooperation Instrument (DCI) Regulation (233/2014), 8 ASEAN Member States (Cambodia, Indonesia, Lao PDR, Myanmar, Malaysia, the Philippines, Thailand and Viet Nam) are direct project beneficiaries and are eligible to participate in the project regional activities, while Singapore and Brunei Darussalam are entitled to travel and per diem allowance for their participation in Arise Plus programme.

ARISE Plus programme has five (5) components.

Component 1: ASEAN Single Market⁶

Component 1.1: ASEAN Trade Facilitation

This component focuses on deepening the Single Market with an emphasis on goods. The foreseen activities are:

- Support the effective implementation of the ASEAN Trade in Goods Agreement, particularly in addressing NTBs through, but not limited to, the implementation of an ASEAN Trade Facilitation Framework, the ASEAN Trade Repository and National Trade Repository (including ASSIST dispute reporting system) to provide transparency on trade and customs laws and procedures of all ten AMS, ASEAN Single Window (ASW) and the implementation of the wide-ASEAN self-certification scheme. The related activities will have a private sector outreach.
- Support ASEAN legal services to implement the transposition of regional agreement at national level.
- Support strategic planning to improve AMS participation in the Global Value Chains, including activities with a private sector outreach and engagement.
- Support ASEAN to engage with regional and global partners and to have a more strategic and coherent approach towards external economic relations, including the multilateral trading system.

Component 1.2: ASEAN Standards, Conformance and Quality Infrastructure

This component focuses on two sectors: Agro-based goods and Healthcare which are among the top ASEAN priority sectors for integration. The foreseen activities are:

⁵ The related programme outputs are defined in the Indicative Logframe (Appendix)

⁶ Component 1 will be managed by EUD Jakarta

- Further support the harmonisation of ASEAN standard's policies, strategies, and common regulatory regimes.
- Enhance the framework for ASEAN quality infrastructure; build on the ASEAN Policy Guidelines on Standard and conformance; accreditation and conformity assessment procedures and post market surveillance systems; enhance national quality infrastructure to be in line with global practices; stakeholder engagement and consultation, in particular the business community.
- Support ASEAN integration into Global Value-chains and assist the business community to adopt internationally recognised standards.

Agro-based support activities focus (including support to SMEs): development and implementation of an overall regulatory framework on food safety, which would address the removal of technical barriers to trade, enhancing the operations of regional initiatives such as those on risk assessment, alert systems, food testing laboratories, harmonisation of technical requirements and standards. The support focuses on the relevant ASEAN Working groups in the agriculture, economic and health sectors and with some follow up actions in specific AMS, including enhancing communication and coordination across the sectors; which are under 3 different ASEAN Ministerial level groupings to avoid duplication and enhance effectiveness.

Healthcare support activities focus: developing an overall framework for pharmaceuticals regulation, including: the work on developing harmonized guidelines to cover the full spectrum of pharmaceuticals regulation in manufacturing and post market controls (marketing and manufacturing authorizations and GMP inspections, post market surveillance, consumer information, rational use of pharmaceuticals, control of active pharmaceutical ingredients, etc.)

Component 1.3: ASEAN Customs and Transport Facilitation

This component aims at deepening customs integration and transport facilitation arrangements as outlined in the new Kuala Lumpur Transport Strategic Plan (KLTSP) 2016-2025.

- Support to simplify and harmonise transport, trade and customs regulations and requirements for the purpose of facilitation of goods in transit.
- Support for the implementation of ASEAN transport facilitation agreements, which include not only on Goods in Transit, but also Inter-State Transport, Multimodal Transport and Cross-Border Transport Passengers by Road Vehicles, which has been provided under ARISE, and need follow-up.
- Support the ACTS (ASEAN Customs Transit System) implementation and enhancement in Singapore, Malaysia, Thailand, and roll-out in CLMV countries. And set up a permanent Central Management Team (see also component 3 for related staffing).
- Support the development and implementation of necessary transport facilitation-related procedures for the operationalisation of ASEAN Framework Agreement on Facilitation of Goods in Transit (AFAFGIT) and ASEAN Framework Agreement on Facilitation of Inter-State Transport (AFAFIST).
- Develop Implementing Guidelines for the ASEAN Framework Agreement on the Facilitation of Cross-Border Transport of Passengers by Road Vehicles (CBTP) for its operationalisation.
- Develop an implementation framework for the ASEAN Framework Agreement on Multimodal Transport (AFAMT) by reviewing and streamlining different procedures of mode of transport, in line with the development of global multimodal transport regime, to include the legal, regulatory and procedural aspects as specified in ASEAN Transport Strategic Plan / KLTSP 2016-2025.

Component 2: ASEAN Intellectual Property Rights⁷

⁷ Component 2 will be managed by EUD Bangkok

This component will continue supporting the legal and regulatory IP frameworks to enable AMSs to participate in global protection systems, develop ASEAN regional platforms & strengthen the network of ASEAN Intellectual Property Offices to improve their capacity to deliver timely and quality services. Activities aimed at private stakeholders will include enhancing IP awareness in society and IP capacity of the productive sector.

The specific objective of this component is to support ASEAN regional integration and further upgrade and improve the systems for IP creation, protection, utilization, administration and enforcement in the ASEAN region, in line with international IP best practices and standards and with the ASEAN IPR Action Plan 2016-2025.

Component 3: ASEAN Secretariat capacity building⁸

This component supports the building of the capacity of the ASEC in Jakarta, and funds expertise, studies and additional staff and/or seconded national experts to support the integration initiatives of ARISE plus. Support to ASEAN Secretariat capacity development will focus on four key result areas: Strategic Human Resource Development; Risk Management and Business Continuity; Project and Grant Management; and Effective Corporate Services Delivery. The foreseen temporary staff support relates to: ASEAN Trade Repository/National Trade Repository/ASSIST, Legal Services, Customs procedures, operation and management, Central management team for ACTS, Agriculture/food safety and Pharmaceuticals, Integration Monitoring and Statistics.

Component 4: ASEAN Integration Monitoring⁹

This component focuses on enhancing the ASEAN Community integration monitoring framework to better monitor the process and results of regional integration and contribute to facilitate implementation of measures.

Component 4.1: ASEAN Economic Integration Monitoring System

This sub-component will support the enhancement of the monitoring framework for AEC post-2015 (AEC 2025), including:

- To support the development of a robust monitoring methodology and mechanism of the implementation of key measures in the AEC Blueprint 2025 or other relevant document(s), taking into consideration relevant sectoral-level work on the sectoral work plans, identification of sectoral KPIs and development of other support tools that could potentially support integration monitoring e.g. ASSIST and ATR/NTR.
- To support the development of a robust and effective framework for broader integration outcomes' evaluation and impact assessment.
- To support outreach and advocacy activities relating to economic integration including support to the organisation of relevant events or integration monitoring reports and other publications.
- To support sustainable capacity building of the AIMD in regional integration monitoring and evaluation as well as analytical capacity.

Component 4.2: ASEAN Statistics

This sub-component will further support the strengthening of ASEAN Community Statistical System (ACSS) including ASEANstats to ensure timely and high quality data for informed decision making process and broader stakeholders, as well as to serve as key inputs to ASEAN integration monitoring.

Further technical and institutional capacity building supports to ACSS through the strengthening of ASEANstats and National Statistical Systems in priority areas identified by ACSS, and developing

⁸ Component 3 will be managed by EUD Jakarta

⁹ Component 4 will be managed by EUD Jakarta

sustainable statistical capacity, including greater openness and accessibility of aggregated data, and innovative approaches to improve data collection, processing, analysis and dissemination in AMS, while ensuring the quality of ASEAN statistics. It also aims at continue improving and sustaining the statistical capacity of the AMSs, with a priority focus on CLMV while continuing to build on the capacity of the ASEAN6 to further promote ASEAN help ASEAN activities.

Component 5: ASEAN Air Transport¹⁰

This component supports the development of the ASEAN Single Aviation Market, and in particular aviation safety, security and, air traffic management which are key priorities outlined under the Kuala Lumpur Transport Strategic Plan 2016-2025 adopted by the ASEAN Transport Ministers in November 2015. This component will also promote as necessary, environmental protection, market liberalisation, application of competition laws and harmonisation of economic regulations within the region. It also supports the definition of frameworks and/or procedures to support the ASEAN Single Aviation Market; and at the same time build the capacity of the related existing institutions in ASEAN. This component will be managed by the European Aviation Safety Agency (EASA) and implemented by the EASA recruited experts based in Thailand. The main aims of this component and its activities are:

- Support existing initiatives to improve the regulatory capability and safety standards of AMS and to align them with ICAO standards and recommended practices.
- Support to establish a mechanism to facilitate the mutual recognition of approvals, certificates and licences
- Support to promote capacity building and align aviation security measures with ICAO standards and recommended practices
- Support the enhancement of air traffic management efficiency and capacity in line with the development and implementation of an ASEAN Air Traffic Management (ATM) Master Plan, with the aim of achieving a seamless ASEAN sky.
- Support for strengthening ASEAN-EU cooperation in air transport, including discussions on a possible comprehensive ASEAN-EU Agreement on Air Transport.

4.3 Intervention logic

ARISE Plus intervention builds on the achievements of the past and ongoing EU-ASEAN co-operation supporting the market integration of goods, and several bilateral country programmes, with a special focus on CLMV; making use of EU's unique knowledge and experience (comparative advantage) in meeting the challenges and reaping the benefits of regional economic integration, and providing guidance on implementation, as well as monitoring and evaluation.

5. IMPLEMENTATION

5.1 Financing agreement

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

¹⁰ Component 5 will be managed by EUD Bangkok

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement. Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

5.3 Implementation modalities for an action under project modality

5.3.1 Grant: direct award "ASEC Capacity Building" (direct management)

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

In line with section 4.1, the objectives of the grant are i) To increase the ASEAN Secretariat implementation capacity in key areas covered by the other component of this project, ARISE Plus; and ii) To develop the ASEAN Secretariat capacity in four key result areas: strategic human resource development; risk management and business continuity; project and grant management and effective corporate service delivery.

Main activities:

- Recruitment of additional staff
- Implementation of the activities related to ASEAN Economic Integration/trade facilitation
- Implementation of the plan of actions under the four key result areas to strengthen the corporate management of ASEAN Secretariat.

Expected Results:

- Professional staff with enhanced skills on ASEAN integration, who could potentially be retained for longer term by the ASEAN Secretariat
- Increased efficiency of ARISE Plus intervention by having ASEAN professionals as counterpart
- Better linkage between regional and national programmes
- ASEAN Secretariat has increased capacity to: i) attract, retain and motivate high performance ASEAN professionals, ii) assess and deal with risks and can continue core businesses under special circumstances, iii) better manage projects and grants; and iv) provide effective corporate services - ASEAN Secretariat's procedures equivalent to internationally accepted standards.

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to the Association of Southeast Asian Nations (ASEAN).

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the action has specific characteristics requiring a specific type of beneficiary for its technical competence, specialisation or administrative power (Article 190(1)(f) RAP). ASEAN is the primary beneficiary of the action and the only permanent regional institution in ASEAN which interacts with all the working groups and other ASEAN collegial bodies involved in regional economic integration process.

(c) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.

The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 90%.

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

(e) Indicative trimester to conclude the grant agreement: Q3 2017

5.3.2 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Technical assistance (Components 1.1, 1.2, 1.3 and 4.1 4.2)	Services	2	Q3 2017
Communication and Visibility	Services	2	Q3 2017
Audit and Evaluation	Services	5	Q3 2019

5.3.3 Indirect management with an EU specialised traditional agency

This action may be implemented in indirect management with European Intellectual Property Office (EUIPO) in accordance with Article 58(1)(c) of Regulation (EU, euratom) No 966/2012. This implementation entails to provide support through technical assistance to ASEAN regional integration and further upgrade and improve systems for IP creation, protection, utilization, administration and enforcement in the ASEAN region, in line with international IP best practices and standards and the new ASEAN IPR Action Plan 2016-2025, while providing stronger and individual support to Cambodia, Lao PDR and Myanmar.

This implementation is justified because EUIPO is a highly specialised agency in the sector of expertise required for the implementation of this action and is currently implementing similar EU cooperation programmes in the field in other regions. In particular, it is the only specialised EU Agency with property, capacity and competence in International Cooperation with large experience on intellectual property issues, especially, trademarks, design and IP enforcement.

The entrusted entity would carry out the following implementation tasks: despite most activities to achieve the objectives of the action will be carried out by EUIPO staff, some inputs (especially, short term experts for specific activities) will be obtained by way of procurement. This includes running procurement procedures, making payments, accepting or rejecting deliverables, enforcing and carrying out checks and controls, and recovering funds unduly paid.

5.3.4 Indirect management with an EU specialised traditional agency

Component 5 may be implemented in indirect management with the European Aviation Safety Agency (EASA) in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012. This implementation entails overall project management, operational steering and technical guidance as well

as budgetary and financial administration of the project including preparation of technical proposals and recruitment of the relevant expertise to ensure the quality control of the project activities described in section 4.2. This implementation is justified because EASA, as a highly specialised agency in the sector of expertise of the action, has a mandate to play a leading role within the EU External Aviation Policy: EASA is a strong counterpart for other Aviation Authorities outside the EU including the ASEAN countries and a major contributor to the export of the EU aviation standards worldwide.

The entrusted entity would also carry out the following budget-implementation tasks: managing and enforcing contracts concluded for any activities not directly delivered by EASA's own staff. This includes running procurement procedures, making payments, accepting or rejecting deliverables, enforcing and carrying out checks and controls, and recovering funds unduly paid.

5.4 Scope of geographical eligibility for procurement and grants

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

The Commission’s authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2)(b) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

In accordance with Article 8(3) of Regulation (EU) No 236/2014 and with regard to the regional nature of this action, the Commission decides that natural and legal persons from the following countries, territories or regions shall be eligible for participating in procurement and grant award procedures: Brunei Darussalam, Singapore. The supplies originating there shall also be eligible.

5.5 Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution, in EUR
5.3.1 - Grant: direct award ASEC Capacity Building (direct management with ASEC, Component 3)	4 000 000	444 444
5.3.2 - Procurement (direct management, Components 1 and 4) - Component 1: ASEAN Single Market - Component 4: ASEAN Integration Monitoring	22 500 000 20 000 000 2 500 000	N.A.
5.3.3 Indirect management with an EU specialised traditional agency “EUIPO” (Component 2)	5 000 000	555 556
5.3.4 Indirect management with an EU specialised traditional agency “EASA” (Component 5)	5 000 000	N.A.

5.7 - Evaluation, 5.8 - Audit	500 000	N.A.
5.9 - Communication and visibility	1 000 000	N.A.
Contingencies	2 000 000	N.A.
Total	40 000 000	1 000 000

5.6 Organisational set-up and responsibilities

The technical assistance will support ASEAN in coordinating and supervising all ARISE Plus Components to ensure best impacts and synergies.

The EU Delegations and the ASEAN will set up a regional Project Steering Committee (PSC) and act collectively as Co-Chairs. It will include representatives from the AMS, the relevant ASEAN sectoral bodies, implementing agencies of the 5 components of the project and the ASEAN Secretariat.

The PSC will meet once a year to:

- review plans of operations, Annual Work Plans, including technical assistance requirements, taking into account the recommendation of the Reference Groups;
- review monitoring and progress reports and participating in all monitoring and evaluation processes;
- provide guidance and facilitate overall programme implementation.

Component 2 and 5 will have their separate sub-PSC meeting organised prior to ARISE Plus PSC annual meeting. Component 1, 3 and 4 will organise their sub-PSC meeting conjointly.

To ensure full ownership, the work under each component will be guided by relevant Reference Groups/ASEAN sectoral bodies.

The work for the specific areas under Component 1 will be guided, among others, by the Senior Economic Officials Meeting (SEOM), Coordinating Committee on the Implementation of the ATIGA (CCA); ASEAN Consultative Committee on Standards and Quality (ACCSQ); the ASEAN Directors-General of Customs and Transport Transit Coordinating Board (TTCB); the Senior Officials Meeting of the ASEAN Ministers of Agriculture and Forestry (SOM-AMAF) and the ASEAN Coordinating Committee on Micro, Small and Medium Enterprises (ACCMSME).

Component 2 sub-PSC meeting will be guided by the ASEAN Working Group on Intellectual Property Cooperation.

The specific areas under component 3 it will be guided by the ASEAN Secretariat in consultation with the ASEAN Sub-Committee on Development Cooperation.

The specific areas foreseen under component 4 will be guided by the ASEAN Secretariat (AIMD) and the ASEAN Community Statistical System Committee (ACSSC).

Component 5 sub-PSC meeting will be guided by the ASEAN Air Transport Working Group (AATWG) and ASEAN Transport Minister (ATM) Meetings.

The purpose of these sub-PSC meetings will be for the Reference Groups/ASEAN sectoral bodies to provide guidance on the priority results and activities, and to ensure sectoral donor coordination.

5.7 Performance monitoring and reporting

Strategic oversight and coordination will be conducted by the PSC with the support of ASEC. The result of the monitoring will be tabled-out at sub-PSC. The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's

responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

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

5.8 Evaluation

Having regard to the importance of the action, mid-term and final evaluations will be carried out for this action or its components via independent consultants contracted by the Commission.

A mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to continuing the implementation of project that might require adjustment owing to the progress achieved and needs identified.

A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision).

The Commission shall inform the implementing partner and the Beneficiary at least one month in advance of the dates foreseen for the evaluation missions. The implementing partner and the Beneficiary shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the ASEC and other key stakeholders. The implementing partner, the Beneficiary and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, two contracts for evaluation services shall be concluded under a framework contract in Q2 2019 and Q3 2022.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

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

5.10 Communication and visibility

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

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.4 above.

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

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

Indicatively, two contracts for visibility shall be concluded under a framework contract starting from Q3 2017.