

THE INDEPENDENT OVERSIGHT BOARD OF THE 3RF

Charter and Operating Procedures

General Information

The Reform, Recovery and Reconstruction Framework (3RF) launched by the European Union (EU), the United Nations (UN) and the World Bank Group (WBG) in December 2020 provides a prioritized plan of cross-sector interventions to support Lebanon following the August 4th Beirut Blast.

The framework highlights the role of civil society in the governance and implementation of reform, recovery and reconstruction as a core principle. To that effect, civil society is represented in the 3RF Consultative Group (CG), the platform for strategic guidance and policy dialogue on 3RF priorities and implementation, the Partnership Council governing the Lebanon Financing Facility (LFF), as well as through the active role of the Independent Oversight Board (IOB).

"This effective implementation should be based on the assumption that the IOB role is connected to the other 3RF entities including CG, LFF PC and 3RF secretariat. In order for the IOB to provide efficient oversight the CG, LFF PC and 3RF secretariat should engage in open channels for information sharing and communication with the IOB. Access to information is a key for the IOB to fulfill its oversight role."

The purpose of this charter is to describe the role of the IOB, its rationale, its goals, and its members. It aims to align the expectations of all 3RF stakeholders so that their individual energies are mobilized for the effective implementation of the framework.

I. IOB Role and Modus Operandi

I.1. Presentation of the IOB

The IOB is envisioned to serve as an independent civil society-led mechanism to provide broad oversight on 3RF implementation and hold 3RF stakeholders (i.e., government, civil society and development partners) and implementing organizations accountable for overall 3RF progress. through ensuring overarching monitoring of the 3RF related reforms and programs. Composed of representatives of the Lebanese Civil Society as outside experts and civic leaders, the IOB assumes the responsibility to monitor the critical aspects of managing the aid implementation process. In other words, it tracks and analyses i) progress of the reforms assigned to the Government of Lebanon (GoL), and ii) focuses on the effectiveness, efficiency, inclusiveness and transparency of the operations being implemented under the 3RF framework.

I.2. Functions of the IOB

The IOB's functions will be to:

- Deliver credible, non-partisan descriptions of 3RF processes and assessments of the implementation of the 3RF's guiding principles, in particular: (a) inclusion and leaving no one behind, (b) transparency and accountability, including anti-corruption, and (c) inclusive two-way communication and grassroots outreach;
- Conduct independent review and validation of the 3RF's implementation progress by issuing regular opinions, recommendations or reports, notably on progress in the implementation of policy actions and reforms;
- Monitor the implementation of CG decisions and follow up actions;

- Provide policy recommendations to the 3RF CG, based on its own findings and inputs from civil society and other stakeholders, and on the basis of documents and reports received from the Secretariat and 3RF stakeholders, including audit reports;
- Advise on and provide recommendations on the design and terms of reference of mid-term program-level reviews and final evaluations of the 3RF and the LFF, and contribute to these processes from the IOB's perspectives;
- Provide technical recommendations to the 3RF Secretariat on the operationalization of activities related to communications, citizen engagement, community monitoring and transparency (including potential corruption risks) and suggest priority areas for action.;
- Encourage and promote the use of the 3RF's citizen engagement, grievance redress and whistleblower mechanisms;
- Review Grievance Redress Mechanism (GRM) data analysis (e.g., numbers, uptake and resolution trends) and actions, including the resolution of grievances to assure the overall quality of redressal; and
- Communicate decisions, findings, achievements, and concerns to the wider public by sharing of regular and timely information on the 3RF including progress assessments, IOB findings and recommendations, signed Conflict of Interest disclosures, etc.

1. I.3 IOB Membership and Rotation

The IOB consists of six members representing a diversity of expertise related to the 3RF pillars, core sectors, and the functions of the IOB. The IOB representation is at an individual level with the approval and endorsement of the organization that the individual is associated with. Individual members have the option to delegate their representation in specific meetings. Gender parity needs always to be preserved. Members of the IOB rotate on a yearly basis with the rotation of half of its members to ensure a six-month overlap between one Board and another. Exceptionally, the first three members will serve for 15 months, and their mandate will end on August 31, 2022. The three new members who have been appointed on April 1 2022 will serve until 31 March 2023. A new call for expression of interest will be launched in August 2022.

The current IOB Members:

Diana Menhem, Managing Director of **Kulluna Irada** – Kulluna Irada is an advocacy group committed to political reform in Lebanon. It is engaged in defining the foundations of a modern, sustainable and just state, and in coalescing local and international actors around this vision to create momentum for change. The organization pairs extensive policy expertise with civil society engagement and advocacy tools in order to raise awareness on public issues and implement sustainable solutions. Kulluna Irada is funded exclusively by Lebanese citizens and abroad. The internal governance of Kulluna Irada requires collegial decision making and involves strict rules to avoid any conflict of interest: members of the board have vowed not to run for elections and to renounce to participate in any public auction.

Julien Courson, Executive Director of the **Lebanese Transparency Association – No Corruption (LTA)** – LTA advocates for reform by focusing on systemic improvement and by building coalitions with other anti-corruption stakeholders, including the government, parliamentarians, the private sector, media institutions, the international community and civil society organizations. It is the Lebanese chapter of Transparency International (TI). LTA is represented by Executive Director Julien Courson.

Roula Mikael, Executive Director of **Maharat Foundation** – Maharat Foundation is a women-led Beirut based organization acting as a catalyst, defending and advancing the development of democratic societies governed by the values of freedom of expression, access to information and respect for human rights.

Maharat Foundation operates Maharat News, an independent, online, multimedia platform, providing evidence-based information on issues of accountability. Maharat’s mission is to defend, catalyze, and advance democratic values of freedom of expression, access to information, and respect for human rights. Maharat Foundation is represented by Founder and Executive Director, Roula Mikael.

Grace Eid is a Board Member and Treasurer of Nusaned- Since its inception in May 2020, Nusaned has been supporting marginalized communities all over Lebanon with a vision to empower them to become self-sustaining. Nusaned supports the underserved communities and vulnerable groups based on a non-biased, egalitarian, and value-based needs assessment process, and this is implemented through a participatory and collaborative approach involving different stakeholders. Nusaned is represented by its board member and treasurer, Grace Eid.

Carine Tohme is a Board Member of the Lebanese Association for Taxpayers’ Rights (ALDIC)- ALDIC's initial mission is to serve the general interest and protect the taxpayers' rights. ALDIC strives to promote tax ethics and compliance and informs citizens about their rights and obligations. It advocates for citizens' rights and seeks greater control of the public over the management of public funds at all levels of the administration. The association strives to serve the general interest and offers, through its expertise, to work and collaborate with public authorities for an overhaul of fiscal and tax systems in force. It is a place of cooperation, exchange and initiatives which focuses on knowledge, financial literacy and citizenship in fiscal matters, good governance, transparency, and accountability. ALDIC is presented by its board member, Carine Tohme.

Fadel Fakhri is the Executive Director of the Lebanese Center for Human Rights (CLDH)- CLDH is a local non-profit, non-partisan Lebanese human rights organization based in Beirut. CLDH was created in 2006 by the Franco-Lebanese Movement SOLIDA (Support for Lebanese Detained Arbitrarily), which had been active since 1996 in the struggle against arbitrary detention, enforced disappearance, torture, and the impunity of those perpetrating gross human rights violations. CLDH is represented by its Executive Director, Fadel Fakhri.

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I.4. IOB Modus Operandi

In order to ensure effective coordination and communication within the IOB and with its external stakeholders, the following model of operations is proposed:

I.4.a. Indicative Table of Activities

Type of Activity	Frequency	Expected Outcomes	Deliverables
Internal Meetings	Monthly	- Effective internal communication and coordination among IOB members and 3RF Secretariat, ensuring a smooth flow of the monitoring process	- Minutes of Meetings (MoM) - Priority Actions on shared calendar - Update on the matrix of the 3RF reforms
	On Demand basis		
External Meetings	Monthly meetings with 3RF Secretariat	- Effective communication with external stakeholders ensuring	- MoM

<i>(IOB would attend such meetings as observers in order to ensure information sharing)</i>	Meetings with 3RF Secretariat as needed	timely and smooth flow of information pertaining to the 3RF reforms and projects	<ul style="list-style-type: none"> - Update on CG and GoL reforms progress - Recommendations issued to CG and secretariat
	Meetings with CG as needed		
	Meetings with State Institutions as needed		
	Needs basis meetings with Working Groups within the structure of the 3RF and with 3RF donors		
Reports	Periodic updates Six monthly monitoring reports	<ul style="list-style-type: none"> - Tracking and analyzing the progress of the GoL on the reform process. - Tracking and monitoring the progress of 3RF WGs and overall 3RF progress through CG meetings. 	<ul style="list-style-type: none"> - Updated matrix of the 3RF reforms - High-level report on the progress of reforms - Simplified visuals produced on the highlights of the report - Checklist for monitoring overall 3RF implementation and sector reforms
Media production and advocacy material	Periodic update/issuance	<ul style="list-style-type: none"> - Targeted advocacy for more effective, efficient and transparent management of the aid process, targeting government institutions as well as CG and donors as relevant 	- Press Statements
	Ad Hoc basis		<ul style="list-style-type: none"> - Press Statements - Position Papers - Online social media campaigns (visuals, infographs etc.)

Each IOB cohort will formulate an action plan that will articulate the specific reforms that they will monitor, as well as the activities that they will implement.

I.4.b IOB Reporting

Based on the progress updates on Government's reforms and the status of projects implemented under the 3RF, the IOB will publish high-level six monthly reports. The report is a consolidation of the monitoring observations of the IOB members on the assigned reforms and programmatic focus areas of the 3RF, highlighting the opportunities and success as well as risks and challenges faced by the concerned stakeholders:

Reference to the Assigned Reform

Responsible Stakeholder

Target or objective of the reform

- Status
- IOB observations on the issue
- IOB recommendations**
- Risks and Challenges
- Success and Opportunities
- Call for action

II. Framework for IOB's Oversight Approach

Below is a conceptual presentation of the overarching framework that will be used for the IOB's oversight of the 3RF, which will include selected interventions on 1) **monitoring**, 2) **advocacy**, 3) **capacity building** and 4) **communication and visual production**. Given the diversity of expertise within and across IOB cohorts, this framework offers flexibility and adaptability for oversight activities.

1. **Monitoring.** Monitoring activities will be focused on: a) 3RF implementation and b) 3RF reforms. Each IOB cohort will select monitoring activities from the comprehensive list of areas outlined below.

Pillar	Potential List of Activities
Aid Transparency	<ul style="list-style-type: none"> - Monitoring the flow and use of funds by LFF and/or other facilities to 3RF projects - Monitoring the Implementation Status and Results Report (ISR) for WB funded projects (bi-annual), and similar reports from other 3RF donors. This would include monitoring the M&E results indicators under the projects' log frames (through the ISR) - Develop an Observatory tracker methodology and online platform to conduct research and collect data focused on transparency and accountability aspects of international aid, recovery, and reconstruction - Donors' budget transparency and procurement tracking - Funds traceability - Targeting and beneficiaries - Monitoring of anti-corruption measures - CSOs disclosure
Beneficiary Inclusion	<ul style="list-style-type: none"> - Beneficiaries' awareness on the level of outreach of the call for support - Methods in place to ensure targeting of real beneficiaries (scope of calls, language used, outreach and dissemination tactics etc.)
Media Monitoring and Social Listening	<ul style="list-style-type: none"> - Establish a fact checking unit and fake news monitoring unit to expose falsified information and give accurate evidence to the public on matters of transparency in Aid - Media Monitoring - Social media monitoring - Social Listening - Monitoring Elections (Electoral Media)

3RF processes and mechanisms	<ul style="list-style-type: none"> - Monitoring of 3RF official website and the 3RF Citizen Engagement Module (on IMPACT website) - Monitoring the internal grievance mechanisms in place at the 3RF program and project levels: sensitization and accessibility (“monitoring the monitoring mechanisms”: GRM, CMU) - Ensuring timely response rates for all external grievance mechanisms across all 3RF implementation projects
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List of Reforms
3RF1.1 Conduct a transparent investigation on the causes of the explosion
3RF1.2 Help operationalize the 3RF governance structure
3RF3.1.1 Budget
3RF4.1.1.3 Fully implement the Access to Information Law and related Action Plan
3RF4.1.1.6 Support the National Human Rights Commission
3RF4.1.2.1 Adopt the new Public Procurement Law
3RF4.1.2.2 Formalize the Public Investment Management legal and regulatory framework
3RF4.1.2.9 Fund and Develop Capacity of the National Anti- Corruption Institution's commissioners and staff
3RF4.1.2.11 Strengthen the independence and capacity of the Central Inspection and Court of Accounts
3RF4.1.2.12 Strengthen the judiciary's independence
3RF4.2.1.5 Strengthen the insurance sector through technical assistance
3RF4.2.1.6 Insurance Sector Restructuring
3RF4.2.1.7 Enact the insolvency and insolvency practitioners' law
3RF4.2.2.4 Enact a new insurance law
3RF4.2.2.7 Enact the draft competition law, including reforms to exclusive agencies
3RF4.2.2.8 Approve a customs strategy
3RF4.3.1.1 identify fiscal space in the annual budgets for social protection
3RF4.3.1.2 Provide a new strategic direction for the reform of price subsidies
3RF4.3.1.6 Support government to prioritize investments to develop social assistance systems
3RF4.3.1.9 Develop a strategy and detailed assessment on urgent measures for conservation and rehabilitation of historic buildings and conservation guidelines
3RF4.3.2.1 Finalize and approve the National Social Protection Strategy
3RF4.3.2.3 Ensure financial sustainability of the National Social Security Fund (NSSF)

3RF4.3.2.17 Approve the new heritage law
3RF4.4.1.1 Develop a detailed housing recovery strategy and action plan
3RF4.4.1.6 Establish a vision and reform principles for the port sector
3RF4.4.1.7 Customs Reform
3RF4.4.1.8 Establish clear institutional arrangements to manage hazardous materials and waste from construction and demolition
3RF4.4.2.6 Enact a new port sector law addressing the port authority's operations as well as customs
3RF4.4.2.13 Recruit members of the Electricity Regulatory Authority and operationalize ERA
3RF4.4.2.14 Ensure transparency in public procurement in the electricity sector
3RF4.4.2.28 Develop a COVID- 19 vaccine deployment strategy and operational plan

2. Advocacy

- Calling the government and other 3RF stakeholders for action as required and holding them accountable when there is unjustified delay
- Press releases/communiques/campaigns are the main tools of delivering our messages. In instances where applicable, speeches will be addressed to the respective stakeholders
- Conduct advocacy campaigns targeting governmental and non-governmental stakeholders to monitor implementation of transparency guidelines
- Conduct advocacy and raise awareness on the importance of whistleblowing and present laws and mechanisms needed to ensure whistle-blower protection in Lebanon
- Leading Advocacy actions for Media Laws Reform
- Advocate for increased accountability on governance related issues and issues of public interest through media
- Advocate for effective public communication for increased transparency

3. Capacity Building

- Organize and conduct training workshops for journalists from different media outlets trained on investigative journalism in matters of anti-corruption and transparency
- Engage regional and global investigative journalists, NGOs and lawyers' networks working on tracing and freezing assets or asset recovery for increased accountability
- Organize trainings for state institutions (e.g., municipalities, the Lebanese Army, concerned ministries such as Ministry of Interior, Council of Development and Reconstruction, General Directorate of Urban Planning, the Ministry of Finance etc.) on good governance, anti-corruption and accountability
- Organize citizen journalism training for Lebanese citizens focused on anti-corruption related journalism and media literacy
- Training journalists on Media Development and quality journalism related topics
- Use of effective communication including com strategies and social media
- Factchecking

4. Communication and Visual Production

- Via press releases, communiques, speeches, infographs, tweets, etc.
- IOB material will be posted on 3RF website
- Produce videos with experts in the field to raise awareness and advocate for the importance of transparency in relief efforts and disclosure of information addressed to the Lebanese public
- Design and conduct communication campaigns to create user-friendly materials based on Observatory findings for citizen audience
- Production of various infographs and visuals
- In depth stories on issues of accountability published on Maharat-news incubated by Maharat
- Factchecking Articles to debunk misinformation and factcheck statements and promises of politicians as well as rumors circulated in media and social media
- Campaigns on issues of relevance to our work (previously mentioned)
- Resources production on information and media ecosystems

. Underlying Assumptions and Foreseeable Risks

To hold all stakeholders of the 3RF and implementation organizations accountable for progress, the twofold approach for the IOB monitoring framework necessitates regular access to quality information on the entirety of progress of the 3RF including GoL’s progress and consultative groups. For this reason, it is important that stakeholders provide the following:

1. **Ensuring a timely and reliable flow of information** by 3RF donors and state institutions concerned with the reforms and project’s status in order to allow for targeted responsive monitoring
2. **Establishing a clear IOB calendar of reporting, external meetings and monitoring-based advocacy** on the assigned reforms for each IOB member under the scope of the IOB and individual operations creating synergies and allowing for more proactive oversight
3. **IOB members’ mobilization of individual resources** to widen the platform of information sharing on the progress of the 3RF, as to ensure maximized transparency.

Given Lebanon’s multi-folded crises and highly volatile safety and security conditions, the IOB members identify the following risks which could significantly challenge the overall IOB operations as well as the interventions of its individual members:

Challenges identified	Relevant in which Type of Intervention	Mitigation Measures
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<ul style="list-style-type: none"> - Donor fatigue causing limited funds entering LFF or other mechanism resulting in limited monitoring activity - Lack of / lack of sharing of information by GoL on status of reforms regressing IOB ability to monitor progress - GoL's unwillingness to enact reforms, and/or taking too much time to react to the alarming situations - Polarization of the media hampering the participation of the citizens and civil society in the monitoring process - Continued socio-economic crises affecting public servants' commitment to report to work and execute reforms - Access to regular information shared by the CG and other 3RF governing bodies. - Access to regular information about 3RF technical assistance, including activities funded by the Lebanon Financing Facility - The extensive scope of IOB monitoring of the 3RF requires the mobilization of resources by individual IOB members operating on various programmatic interventions 	<p>Monitoring and Advocacy activities</p> <p>Capacity Building, Monitoring and Advocacy activities</p> <p>Monitoring, Advocacy and Communication activities</p> <p>Capacity Building</p> <p>Monitoring and Advocacy activities</p> <p>Monitoring, Advocacy and Communication activities</p>	<p>Tapping into individual and institutional resources of the members of the IOB to obtain the necessary information which will facilitate our work.</p> <p>Making available information that the wider public must have access to be informed of our monitoring results.</p> <p>Engage the Consultative Group to publicize and resolve delays in government adopting or implementing 3RF reforms.</p>
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IV. Annexes

Annex A – the 3RF framework

Annex B – the IOB call for expression of interest

Annex C – the GoL' reforms matrix

Annex D – the IOB action plan

Annex E – the IOB monthly report template

Annex F – the IOB communiqués

Annex G – the IOB advocacy and outreach plan

Annex H – the list of reforms as assigned to individual IOB members

Annex I – the individual IOB members resources and program synergies for monitoring the aid

