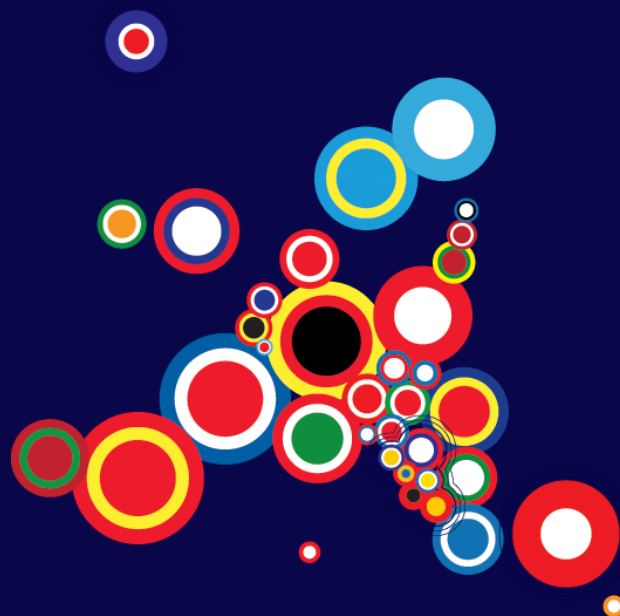




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

IPA II BENEFICIARY (*)

Action title



(*) or MULTI-COUNTRY

Action summary

See comments on the following page

COVER PAGE

IPA II BENEFICIARY (OR MULTI-COUNTRY)

The names of the **IPA II beneficiaries** shall be worded as per Annex I of the IPA II Regulation (No 231/2014):

- Albania
- Bosnia and Herzegovina
- Kosovo (*)
- Montenegro
- Serbia
- Turkey
- The former Yugoslav Republic of Macedonia

(*) This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

In the case of a Multi-Country Action, the term **Multi-Country** should be indicated, without any addition.

ACTION TITLE

The title of the Action must be short, snappy and understandable for non-specialist readers. It should not be worded as an objective either (or similar); e.g. *To improve xxx* or *Improving xxx*.

The following is an example of what must be avoided: *Strengthening the capacity of the central and local administration for the implementation of the acquis including policy planning, permitting, enforcement and monitoring*.

If an action is sector-oriented (e.g. deriving from a Sector Planning Document on Transport), the title should simply be *Transport Sector Support* or *Support to the Transport Sector* (possibly with a short sub-title if it is felt the action is quite specific and provided the whole title remains short).

The term "*programme*" cannot be used for an Action title unless duly justified; e.g. *Fundamental Rights Action Programme* or *Civil Society Facility Programme* (this should simply be *Support to Fundamental Rights* and *Civil Society Facility* or *Support to Civil Society*).

Acronyms should also be avoided in titles: full references should be used, and possibly the acronym in brackets; e.g. FIS development (impossible for a non-expert reader to catch what is behind this title) – a better version would be *Development of a Fisheries Information System (FIS)*; a title such as *Support to SME development* is of course fine (SME being a widely used acronym).

The Action title as provided on the cover page and the one in the overview table on page 2 of the Action Document must match – a longer version (i.e. including a sub-title) may be inserted on page 2.

ACTION SUMMARY

This very short text aims to provide an outline of the Action, including its specific objective and the expected outcome. It should in particular highlight the benefits of the Action for both the IPA II Beneficiary and the EU.

The text box may not be expanded.

The summary must be in a narrative form (e.g. the objective of the action is ... the expected results are ...) and not in bullet point format.

Writing a catchy summary is not an easy task and should therefore be given particular care. Action Documents will be available on DG Enlargement's website (Europa) after the adoption of the relevant programme: the summary will be the first section external readers will look at and should therefore attract their attention.

Below are good enough examples of summaries:

Example 1: Montenegro 2014 – Improvement of public finance management policies (the original text has been slightly reworded)

Fiscal sustainability is a key priority of the Government of [name of IPA II beneficiary] and is highlighted as such in all the country's strategic documents. Indeed, all countries preparing for EU membership are required to identify potential risks, prevent or correct any excessive fiscal deficits and harmful macroeconomic imbalances, as well as correct existing imbalances. The main goal of the country's economic policy is therefore to achieve real convergence with the EU.

In this context, the objective of this Action is to ensure fiscal sustainability and sound management of public finances in line with EU requirements, whilst complying with numerical fiscal rules in accordance with the legislation.

The activities are focused on the areas where specific transfer of know-how is necessary; i.e. budgetary system, managerial accountability, state aid, public private partnership (PPP), concessions, public procurement and external audit.

Example 2: Multi-Country 2014 – SIGMA (the original text has been slightly reworded)

SIGMA's objective is to strengthen public administration systems in the Western Balkans and Turkey by bringing them closer to European values of democracy, human rights and the Rule of Law, which involves strengthening integrity, predictability, accountability, legality and transparency and providing quality policy outcomes supporting socio-economic development. It will more particularly focus on ways in which reforms can be taken forward, implemented and assessed.

The assistance encompasses several aspects of democracy, good governance and public administration reform (PAR), such as civil service and public administration organisation and functioning, policy making, PAR coordination, public finance management, audit and public procurement. More specifically, the Action aims to build up administrative capacities for the adoption and correct implementation of the Union acquis so as to create adequate conditions in the perspective of EU membership.

The purpose of this table is to provide an overview of the main elements about the IPA II Action. (some of which will be needed for encoding the Action in DG Enlargement's information systems). Some of the cells below may be filled in by DG Enlargement only (e.g. Action Reference; IPA II/DAC Sectors; timelines ...).

Action Identification	
Action Programme Title	This is the title of the IPA II Action Programme, of which this Action is an element. E.g. Annual Action Programme for Albania (2014)
Action Title	This should be the same as the one of the cover page. A longer version of the title (i.e. with a sub-title) may be inserted here.
Action Reference	<p>This reference is actually a code to be used for publication of the document on the internet, in line with the requirements of aid transparency. It must follow the following format: IPA yyyy/decision number.sequence n. /country/title (short): the decision number is the CRIS number and the sequence number is the number of the Action as categorised in the Action Programme. If the Action (e.g. support to the justice sector) is number 3 in an Action programme for Albania, the reference would be: IPA2014/032-708.03/ALB/justice (the decision number provided here is fictitious).</p> <p>If the Action is number 4 in a Multi-Country Action Programme (e.g. public administration), the reference would be: IPA2014/031-603.04/multi-country/publicadministration</p> <p>TO BE FILLED IN BY DG ENLARGEMENT (see also Ares note for reference Ares(2013)1850574)</p>
Sector Information	
IPA II Sector(s)	<p>This section relates to the IPA II reporting tags; i.e. primary and secondary sectors. NB: for 2014 programmes, information will be inserted at a later stage.</p> <p>TO BE FILLED IN BY DG ENLARGEMENT</p>
DAC Sector	<p>No more than 1 DAC sector code should be indicated.</p> <p>TO BE FILLED IN BY DG ENLARGEMENT</p>
Budget	
Total cost	This is the amount of the total cost including other contributions (amount of EU contribution + amount of other contributions), which should be worded as follows: EUR amount; e.g. EUR 4.75 million.
EU contribution	This is the amount of the IPA II allocation, which should be worded as follows: EUR amount; e.g. EUR 4 million.
Management and Implementation	
Method of implementation	Two options: Direct management or Indirect management
<i>Direct management:</i> EU Delegation <i>Indirect management:</i> National authority or other implementing body	<p>In the case of direct management, a reference to the relevant EU Delegation or EC Unit in charge of implementation of the action should be indicated.</p> <p>In the case of indirect management a reference to the relevant body should be indicated; e.g. Central Finance and Contracting Unit/Department (CFCU/D) or International Organisation or Member State agency.</p>
Implementation responsibilities	If possible, and if relevant, this should include the name of the person(s) in charge of management of the financial assistance. Is such information is not available or not deemed to be essential, insert "N/A" or "/"
Location	
Zone benefiting from the action	For a Country Action, this should normally be the country/IPA II beneficiary; e.g. Albania.

Specific implementation area(s)	Any indication of (a) specific sub-national area(s) (e.g. county(ies); city(ies); etc.; not "area" in the sense of "topic"!)) should be included in this section. This may be used for any encoding in geo-location information systems (e.g. geo-atlas). If not relevant, insert "N/A" or "/".
Timeline	
Deadline for conclusion of the Financing Agreement	TO BE FILLED IN BY DG ENLARGEMENT
Contracting deadline	TO BE FILLED IN BY DG ENLARGEMENT
End of operational implementation period	TO BE FILLED IN BY DG ENLARGEMENT

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

This section should provide an **overview** (and only an overview!) of the **context key problems/needs** (within the given sector) being faced by the IPA II beneficiary (or beneficiaries in the context of a Multi-Country Action) and the **main challenges** to be addressed, in particular in a pre-accession perspective - with a view to justifying financial assistance. It should also identify who the stakeholders most affected by the problem are and what institutional and organisational issues should be addressed.

If a Sector Planning Document has been prepared, this part of the Action Document should mainly **derive from Section 1 or Part I (Sector context) of the Sector Planning Document**.

Based on the examples of Action Documents prepared by the IPA II beneficiaries, the main issue with this sub-section is the often excessively long description provided. The size of the contribution must therefore be particularly well controlled – 1 page should be enough to summarise all key messages. Any references to the context deemed to be useful for the reader may be added in annex.

Objectives and activities should not be described in this section (dedicated to the context/background) and should therefore come later in Section 2 only.

RELEVANCE WITH THE IPA II INDICATIVE STRATEGY PAPER (OR MULTI-COUNTRY STRATEGY PAPER) AND OTHER KEY REFERENCES

This section should refer briefly to the CSP **priority(ies)** that the Country Action addresses and describe how the Action helps meet the objective(s) and priorities described in the CSP (the same goes for a Multi-Country Action in relation to the Multi-Country Indicative Strategy Paper). The link with the Indicative Multi-Country Strategy Paper should also be referred to in the case of a Country Action, and vice versa for a Multi-Country Action, as appropriate.

Where relevant, it should also briefly refer to the priority(ies) of the Enlargement Strategy and the Annual Progress Report the Action will address, as well as state the link between the Action and the EU policies (e.g. the contribution to the EUROPE 2020 Strategy) and any regional strategy (e.g. SEE 2020).

It should also briefly state how the Action is linked to other relevant actions or strategies supported by the national authorities and/or the donor community.

There should be **no reference to Sector Planning Documents**, as these are working documents, shared only between the EC/EUDel and IPA II beneficiaries; i.e. these are not circulated formally to the Member States (IPA II Committee) or published on the Europa website.

The references to be provided should be **short and straightforward** (e.g. *The 2013 Progress Report for Serbia emphasised the need to improve etc.*) and **not consist of entire quotations** copied and pasted from the relevant documents (direct citations are acceptable as long as they do not exceed two or three lines and the section is not made up of a succession of quotes). Only key messages should be included.

Example: the former Yugoslav Republic of Macedonia 2014 – Support to the justice sector (a good example of summary of all key references)

In view of the policies defined in the latest Enlargement Strategy 2013-2014, the most recent Annual Progress Reports, and the Government's general priorities, IPA II (EU support envelope 2014-2020) should focus on strengthening the rule of law and justice as a key strategic priority. Progress in the sector will ensure a stable and democratic future for the country, with direct benefits for its socio-

economic development, including through increased inward investment. IPA II will support advancement of the judicial and police reforms of the country, increased respect for fundamental rights, and implementation of the Ohrid Framework Agreement. According to the Indicative Strategy Paper 2014-2020 objectives, assistance would be provided to activities safeguarding the independence and professionalism of the judiciary, effectively combatting corruption and organised crime. It foresees assistance to improve the administrative justice system (including misdemeanour law), development of institutional capacities and infrastructure (including IT infrastructure) of justice sector stakeholders, harmonisation of private law (civil and commercial) with EU legislation, including support for the process of codification of civil law.

The Stabilisation and Association Agreement in particular includes provisions on reform of the judiciary, international cooperation, and fight against organised crime and corruption. Most importantly, the High-Level Accession Dialogue Roadmap (of 2012) introduces new dynamics in the reform process by increased level of approximation of the former Yugoslav Republic of Macedonia legislation in the framework of the Chapters 23 and 24. Key challenges and reform goals determined in five areas for the on-going period included: freedom of expression, rule of law, public administration reform, electoral reform and strengthening the market economy. The national justice sector reform policies proposed to be supported by way of this Programme cut across - and should make a sizeable impact on - the progress in all of the above areas. In order to make the EU assistance to the justice sector more effective and sustainable, it is advisable to embed it within a longer-term strategic support framework. Thus, with the introduction of the new Instrument for Pre-Accession Assistance for the financial perspective 2014-2020 (IPA II), particular attention should be paid to the sector-based support (sector, or Programme approach), as opposed to programming by way of individual projects.

SECTOR APPROACH ASSESSMENT

This sub-section should include a summary of the sector policy/context (even in the case of a Stand-alone Action - if relevant), including any plan of the IPA II beneficiary to improve its capacity and move towards a Sector Approach.

For a Sector Support Action, this should include an overview of the following aspects: description of any existing Country Sector Policy/Strategy and how this translates into an IPA II Action (e.g. is the whole Strategy supported by IPA II or part of it?); institutional arrangements (including lead ministry); sector and donor coordination (i.e. very brief description of the mechanisms for ensuring coordination between the government institutions and between the government and donors/other stakeholders); Sector budget and medium term perspective. Other aspects (i.e. performance management framework; Public finance management system and arrangements for sector budget; among others), may be added but should remain very concise. These correspond to the **Sector Approach criteria** – details are provided in the [IPA II Programming Guide](#).

If a Sector Planning Document has been prepared, this part of the Action Document should mainly derive from **Section 2.2 (Sector Approach Assessment) of the Sector Planning Document**.

This section should remain **very short**. Further details (e.g. full Sector Approach assessment as described in Section 2 of the Sector Planning Document) may be added in annex.

This sub-section is not relevant for a **Multi-Country Action**.

Example: Montenegro 2014 – Support to environment acquis (example of a concise text) [the original text has been slightly reworded and a few references removed]

In the context of its National Development Directions 2013-2016 (adopted by the Government in March 2013), Montenegro has identified sustainable growth via environmental protection measures as a national priority.).

As regards the administrative structure in this sector, the overall responsibility for the development, management and coordination of environment and climate change policy lies with the Ministry of Sustainable Development and Tourism.

Current assistance needs of the environment and climate sectors for 2014-2020 have been identified by the Sector Working Group for Environment. The Environment Working Group has been meeting since November 2013 to prepare priority measures for the new IPA II programming period based on detailed analysis of the sector's needs within the framework of the national policy and strategies and EU priorities. The sector based approach was also partially applied in the process of programming the IPA Component III Operational Programme 2012-2013.

Regarding donor coordination, although there is very limited formal or structured overall donor coordination either at sector or sub-sector level managed by the national authorities, several donor coordination meetings for the environment sector involving IFIs, bilateral donors and the EC have been organised. The experience to date suggests that establishing formal coordination structures is needed by making the link between the Ministry of Sustainable Development and Tourism, local authorities and international financial institutions, available EU funds, as well as the competent institutions of the countries with which bilateral cooperation has been established.

In the upcoming period, Montenegro will have to establish mid-term budgetary perspectives for sector policy implementation based on sector budget analysis and sector allocations in Mid-Term Expenditure Frameworks (MTEFs). Additionally, capacities for monitoring of sector policy implementation and in particular the development of Performance Assessment Frameworks (PAFs) need to be developed.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

This sub-section will include a **short description of problems/issues encountered in previous actions** in the same field and how they can be avoided in the future. If any **evaluation** or specific **monitoring** (e.g. ROM) exercise (or even audit) has been carried out in the relevant sector or on specific programmes/projects, **key recommendations** should briefly be referred to (key points only) and any follow-up activity be mentioned.

The sub-section on lessons learned **should not be described in a purely descriptive manner**; i.e. no lists of references of past or on-going projects (these can be included in an annex), but rather insights into recommendations based on these experiences.

References to evaluations or monitoring reports are also too rarely referred to in this section. IPA II beneficiaries may not be aware of all these: these should be useful additions to be checked and inputted by EU Delegations and or DG Enlargement.

Example 1: Bosnia and Herzegovina 2014 – Improving capacity of the Indirect Taxation Authority (a good example of a short text including references to the results of previous monitoring) [the original text has been slightly reworded]

Implementation of some results of the previous projects in the Indirect Taxation Authority is pending due to complex administrative and legal set-up of the Country (for example initiating the adoption procedure for the Customs Policy law which has been drafted in the context of a twinning project).

The experience of the previous project showed that better results are achieved with intensive activities in a few targeted sectors, rather than targeting many sectors with a limited number of activities.

In October 2013, a ROM report was prepared for the project “Further harmonisation to EU practices and Acquis on customs and taxation”. The project received in general a positive assessment by external monitors. At the time of the monitoring visit, the project was in its 8th month of implementation and was considered to have a significant impact on the modernisation of ITA, the

legal framework, internal procedures, the practices of personnel, and the IT systems which support the ITA operational environment. But change is and will be the responsibility of ITA and it requires leadership and strong commitment towards internal reforms and modernisation.

Example 2: Kosovo - Implementation of the RAE strategy 2 (a good example of short text summarising the key lessons learned from past experiences, including an evaluation of a previous EU-funded project) [the original text has been slightly reworded]*

Involvement of civil society actors has been a very important element in supporting the implementation of the Strategy and its Action Plan. This proposal intends to keep the involvement of the CSOs at the same level in order to ensure improvement of access and retention of Roma, Ashkali and Egyptian communities in pre-school and elementary education and improvement of their capacities to benefit from secondary and tertiary education levels. Previous interventions, supported both by international community and MEST, have shown that learning centres offer a very good basis for socializing activities as well as adequate support for various pre-school, after-school and continues education activities for all age groups. On the other hand, MEST is fully aware that the activities currently performed by learning centres should gradually be aligned to the mainstream schools in order to improve inclusion of Roma, Ashkali and Egyptian children and ensure long-lasting effects of this action.

An evaluation study carried out through the previous phase of this action (EU-SIMRAES phase one) looked at the impact that scholarship schemes had on the education and welfare of a representative sample of beneficiaries from Roma, Ashkali and Egyptian communities. The major findings were: 1) Roma, Ashkali and Egyptian parents are fully aware of the importance of secondary education for their children and are willing to support them despite economic challenges their families face; 2) young Roma, Ashkali and Egyptian of school age are keen to pursue their education, including girls; 3) Parents, students and teachers agree that the motivation and performance of scholarship beneficiaries at school has improved. It is worth mentioning that interest for scholarships was huge - 315 secondary students applied, whereas among 200 beneficiaries 69 were female. MEST has followed up on these recommendations by setting up a scholarship program for secondary students with support from Roma Education Fund (REF) and its own budget.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
The Overall Objective is linked to long-term impact and should therefore be defined at the higher sector level and not specifically at the level of the Action. As far as possible the Overall Objective should be stated in the Indicative Strategy Paper and/or the overarching sector specific documents, or at least be clearly linked to an objective specified in one of these documents. The objective should start with a verb in the full infinitive form ; i.e. "To ...". It is incorrect to word an objective like "Completion of ..." or "Enhancement of ...". There is no need either to introduce the objective in the following way "The overall objective of the Action is ...".	How the Overall Objective is to be measured (<i>to be more detailed in Section 4 on Performance Measurement</i>). As far as possible, the indicator(s) should be that/those of the INDICATIVE STRATEGY PAPER . See also instructions in Section 4 on performance measurement.	How the information will be collected (<i>to be more detailed in Section 4 on Performance Measurement</i>)	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
This is the single central objective of the Action in terms of sustainable benefits to be delivered to the Action's beneficiaries. There can exceptionally be more than one specific objective. See instructions above on ways to word objectives.	How the Specific Objective is to be measured (<i>to be more detailed in Section 4 on Performance Measurement</i>). This should be an OUTCOME indicator. There should be ONLY ONE INDICATOR (OR MAXIMUM TWO INDICATORS) for the Specific Objective .	Same as above	If the Specific Objective is achieved, what assumptions must hold true to achieve the Overall Objective
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
Result 1: Tangible products or services delivered by the Action. Remember: the logframe provides an overview only . Only the main results should be included.	How the results are to be measured (<i>to be more detailed in Section 4 on Performance Measurement</i>). These should be indicators of IMMEDIATE RESULTS or SIGNIFICANT OUTPUTS . Remember: the logframe provides an overview only . Only key indicators should be included. There should be ONLY ONE INDICATOR (OR MAXIMUM TWO INDICATORS) for EACH RESULT .	Same as above	If Results are achieved, what assumptions must hold true to achieve the Specific Objective
Etc.			
ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
Activities to achieve Result 1: Tasks that have to be undertaken to deliver the desired results. Remember: the logframe provides an overview only . Only the main activities should be included: if several activities are planned, it is recommended these should be grouped under headings. Further details can be provided in the following sub-section "Additional description".	e.g. procurement, grants, twinning, etc. The number / variety of types of financing should be as reduced as possible.	Total cost for the entire Action. This should not be broken down per contract or activity (in particular, amounts of works and supply tenders must not be indicated).	If Activities are completed, what assumptions must hold true to deliver the Results
Etc.			

(*) All indicators should be formulated as measurement, without specifying targets in the Logical Framework Matrix. The targets should be included in the performance measurement table in section 4. More detailed guidance on indicators is provided in Section 4 on performance measurement.

Example of well developed framework with regard to indicators (comments on the quality of the indicators are highlighted in red)

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	
Achieving To achieve more effective and sustainable public governance and stronger public administrations at all levels in the region so that they correspond to European values of democracy, human rights and the Rule of Law, strengthen integrity, predictability, accountability, legality and transparency and provide quality policy outcomes supporting socio-economic development.	Government effectiveness (rank)	Indexes of World Bank and other international organisations (Greco) Doing Business in SE Europe World Bank, etc	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
To improve beneficiaries' performance in key horizontal governance and public administration reform fields (PA organisation and civil service management, policy making; strategy development, public finance management; public procurement) and assessment of progress in the Beneficiaries.	Level of effectiveness of PAR strategies and actions plans (COMPOSITE INDICATOR) Level of alignment of PAR related legal framework with EU standards (COMPOSITE INDICATOR)	Regular SIGMA assessments (new assessment framework) Commission assessments, etc	Continued ownership and commitment by beneficiaries to ensure constant improvement of public administration to make progress towards European values and principles.
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
R 1 Clear governance and public administration reform strategies and/or action plans are designed and implemented by beneficiaries.	N. of PAR related strategies/action plans implemented; Laws/procedures aligned with EU support	SIGMA progress reports Output of technical assistance Training results/ output/ performance evaluations SIGMA regular assessment reports	nationally owned reform process. Beneficiaries support the performance assessment and monitoring process.
R 2 Improved governance and public administration performance in the 5 areas of intervention covered by the Action	N of peer reviews and diagnosis of laws and administrative arrangements in governance institutions	SIGMA progress reports Output of technical assistance Training results/ output/ performance evaluations SIGMA regular assessment reports Multi-country policy papers	

Example of not well developed framework with regard to indicators (comments on the quality of the indicators are highlighted in red)

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	
To contribute to the Rule of Law in Kosovo by strengthening the independence, efficiency, quality and accountability of judiciary and prosecutorial system	Judiciary/prosecutorial system strengthened and improved in line with SAA obligations The indicator is formulated as a result, not measurement. In addition, it does not refer to the outcome/impact indicators in the CSP. Better to reformulate it as Progress towards political reforms	– EU Annual Progress Report on Kosovo – Visa Liberalisation reports	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS

<p>To increase the efficiency, transparency and the sustainability of the judicial system by improving the planning and implementation of judicial/prosecutorial reforms, and enhancing the effectiveness of Judicial and Prosecutorial Councils in Kosovo, including the Special Prosecutors Office in Kosovo</p>	<ul style="list-style-type: none"> - Number of judiciary reforms adopted and implemented – this indicator is at the result level - Improvement in Kosovo's ranking in the Corruption Perception Index of the Transparency International – this indicator is relevant for the overall objective level (it is impact indicator) - Kosovo's ranking in the Global Integrity Report (category VI) improved – this indicator is relevant for the overall objective level (it is impact indicator) - Backlogs in court system reduced by 15%, as proportion of total number of cases in court system – this indicator is fine, but should be formulated without target in the log frame, e.g. % of cases in court system backlogs as proportion of total number of cases in court system - Improved score on rule of law (perception of implementation of contracts, property rights, police, courts and probability for crime and violence) – the World Bank Institute – again this indicator is impact indicator and is relevant at the overall objective level 	<ul style="list-style-type: none"> - Government conclusion - EU Progress Report - Analytical reports; overall and sector strategies; references to analytical reports in policy statements - etc 	<ul style="list-style-type: none"> - Government of Kosovo continues to support reforms in the justice system in its entirety Etc.
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Result 1: Strengthened capacities for policy formulation and drafting legislation and their effective implementation</p> <p>1.1 Capacities of policy making institutions in the justice area strengthened,</p> <p>1.2 Legal framework of the court and prosecutorial system Improved, advanced and harmonized in line with best EU practices;</p>	<ul style="list-style-type: none"> - Policies and procedures of cooperation and information sharing with other relevant institutions developed and operational – Not SMART indicator, it should be reformulated; - Minimum 3 policy decisions and strategic documents issued by Ministry of Justice – better to reformulate it as: No of policy decisions issued - Minimum 3 relevant primary and secondary legislation drafted - better to reformulate it as: No of Laws/procedures drafted 	<ul style="list-style-type: none"> - Government conclusions - Ministry of Justice yearly report - EC Annual Progress Report - Analytical reports; overall and sector strategies; references to analytical reports in policy statements 	<ul style="list-style-type: none"> - Readiness to actively participate in capacity building events - Effective communication and active participation of all stakeholders.
<p>Result 2: Enhanced Special Prosecution Office (SPRK)</p> <p>2.1 Strengthened efficiency of the SPRK by improving the managerial system and ensuring in-service training for the prosecutors and administrative staff</p> <p>2.2 Enhanced mechanisms related to domestic inter-institutional regional and international cooperation</p>	<ul style="list-style-type: none"> - Minimum 4 in-service trainings delivered for prosecutors and administrative staff – it is better to reformulate it as output indicator, currently it is formulated as a process indicator. Suggestion: - No of staff trained successfully passed the trainings or - No of staff with improved knowledge as a result of performed training 	<ul style="list-style-type: none"> - Special Prosecution statistics (including War Crime cases) - EC Reports, OSCE Reports - Relevant IPA projects quarterly reports, and ad-hoc reports of other international organizations 	<ul style="list-style-type: none"> - Availability of sufficient budget to run day to day operations

ADDITIONAL DESCRIPTION

The purpose of this sub-section is to provide **additional details** on the Action's Intervention Logic in a narrative style, in particular on the expected results, the activities and the final beneficiaries. This narrative section includes clarifications or is an "annotated" version of the Intervention Logic as summarised in the Logframe.

The information provided here **must therefore not be a copy-paste of the Logframe details**. There should be added value (e.g. detailed steps for the implementation of each activity should not be inserted in the Logframe but in this sub-section if not too long or as an annex). The aim of the Logframe is to provide an overview of the Intervention Logic: for complex sector support actions, only the elements at the highest level of description should be included (e.g. sub-actions or thematic components of activities) and details added in this narrative part.

This section should also be used for a brief analysis of the main **risks and/or preconditions** that might occur/be needed before or during implementation of the Action. In case of risks, possible mitigation measures to be undertaken in order to prevent them should also be added. In case of pre-conditions, indications should be added on how these should materialise and be checked.

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

The purpose of this sub-section is to highlight who the **main institutional stakeholders** involved in the management and implementation process of the Action are and their **respective roles and responsibilities** (e.g. Line Ministries, National Institutions/Agencies, Regional Authorities, etc.) as well as any coordination arrangements (e.g. working groups, steering committee, etc.).

The information provided should remain broad and straightforward. There is no need to include precise details on the structure for coordination of activities (e.g. members of the steering committee; frequency of meetings; format of internal reporting; etc.): if deemed useful for an external reader, these can be added in annex.

Example: Serbia 2014 – Support to competitiveness [the original text has been slightly reworded]

All Sector programmes under IPA II will be implemented and managed by a single Operating Structure, which shall be established as a group of bodies responsible for preparation, implementation, monitoring and evaluation of each particular sector programme. In regard to the competitiveness sector, the ministry in charge of economy (sector lead institution), the ministry in charge of science and technological development, the ministry in charge of trade and the Contracting Authority are part of the Single Operating Structure related to the competitiveness sector. Other institutions, such as the NIPAC (NIPAC TS), the National Fund and the Audit Authority have specific roles in the implementation process as defined in the Decentralised Management Decree.

The share of responsibilities for implementation is as follows: ministry in charge of economy for activities leading to Results 1 and 2; ministry in charge of science and technological development and the Innovation Fund for activities leading to Result 3; the ministry in charge of trade and the Commission for Protection of Competition for activities leading to Result 4.

The Sector Working Group (SWG) for the competitiveness sector also has a role in terms of planning of relevant measures and activities.

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

This sub-section should provide details on the **method of implementation** (i.e. direct or indirect management), including information on any delegated partner in the case of indirect management, as well as the **types of financing** to deliver activities (i.e. indicative number and types of tender(s)/call for proposal(s)/grants, etc.). Indications of allocations planned for each type of procurement or grant award should be provided with great care, in particular when procurement is planned; e.g. there cannot be details on tenders for supply and works (an overall amount for procurement is sufficient).

The **correct terminology** (as per the 2012 Financial Regulation) must be used; e.g. Direct management of Indirect management. Terms such as Centralised management, Decentralised management, Centralised indirect management, joint management are obsolete.

Justifications for the choices made in terms of methods of implementation and types of financing must be provided, in particular when cooperation with international organisations and national bodies in either direct or indirect management is planned.

Any **co-financing arrangement** (and related conditionality) should also be highlighted in this sub-section.

Example: Multi-Country - Regional support to protection-sensitive migration management (a good example including justification for cooperation with an international organisation and indications of co-financing)[the original text has been slightly reworded]

The Action will be implemented following the conclusion of grant contracts: one contract for an indicative amount of EUR 5.5 million, awarded following a restricted call to EU Member States in association with FRONTEX, the European Asylum Support Office and/or UNHCR, and one contract for an indicative amount EUR 2.5 million directly awarded to the International Organisation for Migration (IOM).

The latter award is based on Article 190 (1)(f) of the Rules of Application of the Financial Regulation on account of its technical competence and high degree of specialisation on migration issues. IOM is the only organisation with an extensive expertise and experience in providing assistance on voluntary return of migrants to governments. Through its global network of country offices, it will allow to create comprehensive repatriation systems including reintegration in the countries of origin.

Co-financing of 5% is to be provided by the EU Member State receiving the grant contract and 10% by IOM.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

This sub-section should briefly describe how the Action will be monitored (and possibly evaluated), notably if there are specific arrangements.

Example: Serbia 2014 – Support to the energy sector (a good example of a synthetic and clear methodology – however, too many acronyms are being used in this case without being explained) [the original text has been slightly reworded]

So as to avoid duplication of monitoring systems, the system of NAD indicators was used for the preparation of the Action, thus allowing harmonisation of PAF with the monitoring provisions defined by the DMS procedures. In this respect, the IPA monitoring process is organised and led by the

NIPAC/NIPAC TS. The monitoring function has been institutionalised by the establishment of a monitoring system within the Sector Monitoring Committee (SMC) and the IPA Monitoring Committee (IPA MC). Under the DMS procedures, monitoring will be carried out by means of Implementation Reports, which will be examined by these two Monitoring Committees: the IPA MC will oversee the implementation, progress and performance of overall IPA implementation in Serbia, whilst the Energy SMC will examine the effectiveness and quality of implementation at sector level and achievement of the specific objectives. The SMCs shall meet twice a year to examine reports submitted by the sector lead institution and shall report to the IPA-MC on the progress made in implementing the Action. The IPA-MC meets once a year. Report examined by the SMC is envisaged to include information on status and progress in implementation of all relevant sector operations (in terms of degree of achievement of objectives and attainment of stated results, reviews programme/project expenditure). Depending on the issues/problems identified, conclusions and recommendations of the SMC may be taken forward to the IPA MC. Composition of the SMC for the Energy Sector is the same as composition of the Sector Working Group.

The Ministry in charge of Energy is the Sector Lead Institution and bears full responsibility for overall management and implementation of actions in this sector, thus being the responsible institution for collecting data and reporting to SEIO (NIPAC TS).

INDICATOR MEASUREMENT

Main principles/guidelines on indicators:

1. Indicators at the level of the programme actions should be SMART, specific, sector-based, and in compliance with the main outcome indicators defined in the CSP/MCSP.
2. All indicators should have a name, a description, a baseline, a reference to the latest available data, milestone 2017 and target 2020, and source of information.
3. The indicators (and then the targets) have to be proportionate with regard to the nature and scope of intervention.
4. When defining the indicator, bear in mind that they should be formulated as measurement (e.g. government effectiveness (rank), level of effectiveness of PAR strategies, etc.), not result (e.g. PAR strategies/actions plans designed in a way that they can be implemented) or objective (e.g. increase of capacities to elaborate and implement government budget), etc.
5. Use few indicators, rather than too many. It will enable better quality management of the performance framework. In some cases, where it is difficult to find one/two indicators to capture the result/outcome of the action, it is advisable to use composite indicators. They shall include several individual ones. Some relevant examples are given the tables above.
6. The indicators in the action programmes/documents should track the **outcome/impact, immediate results and significant outputs** – input or process indicators should be included only if very relevant (i.e. Chapters opened/closed at sector level is relevant as a process indicator; the tender report is not relevant).
7. For General Objectives, indicators to be used should be the ones in the Indicative Strategy Papers.
8. For Specific Objectives, indicators to be used should be outcome indicators.
9. For Results, indicators to be used should be some indicators of immediate results or significant outputs.
10. The proposed indicators in the performance measurement table should be aligned with those in the Logical Framework Matrix (Logframe).
11. An indicate baseline value shall be included, with the year of reference, if possible 2010. However, if for the chosen indicator there are no available data for 2010, it is advisable to refer to the following years – 2011, 2012.
12. In some cases, and depending on the context of the indicator, the baseline may be 0 or N/A. The assumption is that the new action begins with the start of IPA II programmes and hence, it is reasonable to have a zero baseline. Some relevant examples are given the tables below.
13. The latest available data on the indicator (with year) should be reflected.
14. The indicators should be set out with targets - 2017 (mid-term review of IPA II) and 2020 (final year of IPA II), when the performance reward will also be considered. These years should not be modified. With 2017, we refer to the data available in the first quarter of 2017 or the latest available in 2016.
15. The targets may be expressed in terms of absolute value, percentage, range (min-max), or purely min value. In all cases they should be measurable (even in a qualitative perspective).
16. When formulating the indicators, pay attention to the language (form of the verb) used for results and activities (a result cannot be expressed with an infinitive).
17. Complementary sector level indicators can be found and used, when relevant, in the table circulated on "IPA performance indicators macro and strategic".

The table below should include the relevant **outcome** indicators (at the level of the Specific Objective of the Action) and the most relevant indicators for **immediate results** and **output** with the relevant baseline value, if applicable, and briefly describe them, including the milestone, the final target and the source. You should also indicate the corresponding **M/CSP indicator(s)** to which the Action is contributing.

The key performance indicators selected in this table will be used to measure progress of implementation and may be used for the performance reward. It is important that these are realistic and measurable. They should be in line with those included in the Logframe and only very few significant indicators should be selected.

Indicator	Description	Baseline (year) (2)	Last available (year) (3)	Milestone 2017(4)	Target 2020 (5)	Source of information
CSP indicator (impact/outcome)....(1)						
This column should provide the NAME/TITLE of the indicator; e.g. Number of xxx (it must be an outcome indicator at the level of the specific objective or an indicator at the level of immediate results of major outputs)	In this column, a very short description (few words only) of the indicator should be provided (if needed).	The value should be indicated (2)	The last available data/value (and year of reference)	The value expected by the first quarter of 2017 (or end 2016) should be indicated	The value expected by 2020 should be indicated	This should correspond to the source of verification in the Logframe

(1) This is the indicator as included in the Indicative Strategy Paper.

(2) The agreed baseline is 2010 (to be inserted in brackets in the top row). If for the chosen indicator, there are no available data for 2010, it is advisable to refer to the following years – 2011, 2012. The year of reference may not be the same either for all indicators selected due to a lack of data availability; in this case, the year should then be inserted in each cell in brackets.

(3) The last available data (and reference year)

(4) The milestone year CANNOT be modified: it refers to the mid-term review.

(5) The target year CANNOT be modified.

Example of a well developed framework with regard to indicators

Indicator	Description	Baseline (year)	Last (year)	Milestone 2017	Target 2020	Source of information
Global Innovation Index	Ranking of world economies' innovation capabilities and results		49 (2013)	45	40	Global Innovation Index

Indicator	Description	Baseline	Last (2013)	Milestone 2017	Target 2020	Source of information
Increase of intra-regional trade in goods	This indicator measures the % of increase of trade between CEFTA Parties (million EUR	Baseline 2010 (Regional average) Export: EUR 6,534,321 Import: EUR 6,061,678	Data 2012 (Regional average – excluding HR) Export: EUR 7,120,127 Import: EUR 6,762,947	+ 80% compared with 2010 baseline	+ 230% compared with 2010 baseline	SEE Monitoring Framework assisted by OECD CEFTA MIS
Increase of the overall FDI inflows	This indicator measures the % of increase of FDI inflows in the region (% GDP regional average)	Baseline 2010 (regional average in EUR billion): 4,306,123,428	Data 2013 (regional average in EUR billion): 3,917,399,354	50%	120%	SEE Monitoring Framework assisted by OECD World bank index
Overall progress in the political reforms towards EU integration	Overall assessment provided by the progress report on the political reforms.	NA	Candidate countries meet some accession criteria. Potential candidates are not sufficiently	Candidate countries - Further progress Potential candidates - Further progress	Candidate countries - Closer to meeting all accession criteria. Potential candidates - Further	EU Progress Report

Indicator	Description	Baseline	Last (2013)	Milestone 2017	Target 2020	Source of information
			advanced with the exception of Albania.		advanced	

Example of a not well developed framework with regard to indicators (comments on the quality of the indicators are highlighted in red)

Indicator	Description	Baseline (year)	Target (year)	Source of information
Action outcome indicator1 – <i>There should be the name of the indicator</i>	-Decreased unemployment rate. <i>It should not in compliance with the SCP outcome indicators/</i>	2016 <i>Baseline should be 2010 or if not available the following years.</i>	2021 <i>Targets should not be modified – 2017 and 2020.</i>	<i>It should be mentioned for each indicator.</i>
Action outcome indicator2	- Percentage of schools working in shift system decreased. <i>The indicator is spelled out as a result and should be reformulated: - Percentage of schools working in shift system</i>	2015	2016	
Action outcome indicator3	- Poverty level decreased <i>The indicator is spelled out as a result and should be reformulated: - Decrease in poverty level</i>	2016	2021	
Action outcome indicator4	-Decrease of primary energy consumption of public buildings, SMEs and households.	2015	2016	
Action outcome indicator1	GDP per capita <i>The indicator is not proportionate to the nature and scale of the action and therefore it should be avoided.</i>	2013	+1% in 2017	

5. CROSS-CUTTING ISSUES

This section is too often made up of very standard statements and therefore not action specific enough. More details on how to address these cross-cutting aspects can be found in the [IPA II Programming Guide](#).

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

This sub-section aims at briefly describing how environmental considerations have been integrated in the Action design, as well as how the 'Rio marking' of the Action for climate change 'adaptation' and 'mitigation' will be applied (if relevant). Any indication (if relevant) on measures related to disaster resilience and risk prevention should also be added in this section.

This section may not be relevant in the context of the IPA II Action; i.e. "N/A" should be indicated.

Example 1: Bosnia and Herzegovina 2014 – Anti-corruption (example of standard text that is unnecessary and does not fit the purpose of this sub-section)

This Action is harmonised with national environmental regulations and standards. It will not have any negative impact on the environment nor jeopardise environment, health and security in the future. The Action will be delivered in the most environmentally friendly way possible, including the recycling of paper and the reduction of paper-based filing through the establishment of an electronic database and IT system.

Example 2: Bosnia and Herzegovina 2014 – Local Integrated Development (a better example of text that is specific to the Action)

The European Union has a long-standing commitment to address environmental concerns in its assistance programme as part of a wider commitment to sustainable development. As part of this action, beneficiaries will be encouraged to guarantee that the protection of the environment receives more attention and is considered as a priority to be covered under their joint programmes.

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

This sub-section aims at indicating what measures have been taken to associate civil society (and, if relevant, other non-state stakeholders) in the design and implementation of the Action. Involvement of, and information to civil society is a key requirement of the regulatory framework for IPA II (Art. 15 of the Common Implementing Regulation for External Actions No 236/2014; Art. 5 of the IPA II Regulation No 231/2014).

Example 1: Bosnia and Herzegovina 2014 - Local Integrated Development (good example of specific interaction with civil society)

The Action is targeting civil society organisations either as members of local development partnerships, or as partners in the implementation of some activities, in particular regarding the establishment of community-based social services or sustainability measures for returnees and IDPs. The Action has been designed taking into account the following fact: while engagement of civil society in local affairs has improved, there is still a significant need to activate socio-economic stakeholders and improve citizen participation in public life. Support will therefore be offered to further strengthen the interaction between local government and civil society, as well as professionalising civil society organisations to play a scrutinising and partnership role in public life, while offering a diversified set of services to the citizens and socially vulnerable groups. Moreover, reaching out to the grass root level – i.e. - local communities will provide indigenous possibilities for grass-root community

development and effective citizen participation in public life, placing special focus on the socially excluded groups

Example 2: Bosnia and Herzegovina 2014 – Support to the International Commission of Missing Persons (ICMP) (good example of specific involvement of civil society)

In addition to providing technical assistance to the process of search and identification of missing persons, ICMP also works with civil society organisations, particularly associations of families of the missing, so that they become active participants in the process of clarifying the fate of their loved ones, are empowered and less prone to political manipulation. Over the years, ICMP has also assisted the Family Associations in their fundraising activities to ensure they are capable of looking for funds on their own and are not entirely dependent on ICMP funding.

EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING

This sub-section aims at briefly describing how the Action takes account of gender aspects during design and implementation phases.

Example 1 (good example of gender mainstreaming): *Kosovo* 2014 - Implementation for the RAE strategy II – Education for integration* [the original text has been slightly reworded]

Equal rights and access to education are of great relevance to achieving gender equality. They are both recognised in the Constitution of Kosovo as well as in the Gender Equality Law. Of particular importance to any school programme is that law must provide equal right to education provided for all females and males. An audit of gender issues in the educational system in Kosovo has shown the content of school textbooks and teaching materials is gender biased. The same goes for an audit of women's position in the education system.

Given all circumstances, this Action will work with the entire central and local authorities as well as all providers to ensure both girls and boys have equitable access. All supported professional development programmes and capacity building efforts will feature the integration of gender so that all stakeholders become aware of gender issues in education including the role of gender socialisation in re-enforcing gender stereotypes and other forms of gender bias or discrimination, the pattern of differentiated treatment and expectations of boys and girls by teachers, and the need to address the gender insensitive messages contained in teaching and learning materials, for example. Self-reflection is a key tool in awareness building regarding gender and one's own practice. A self-assessment checklist for teachers and care providers will be developed to support this important practice.

Additionally, the Action will make efforts to involve as many Roma, Ashkali and Egyptian woman as possible in the role of tutors in learning centres and mentors for secondary students.

Example 2 (good example of equal opportunities): *Kosovo* 2014 - Further support to public safety, free legal professions and legal education reform* (the original text has been slightly reworded)

Specific attention will be given to the need to reflect gender balance and equal opportunities in the Action. The Action will ensure mainstreaming of gender and minority issues both within the target institutions and the operational activities. Trainers and experts involved could be equally represented by women and men but must have skills to ensure effective mainstreaming of gender equality based on the values and the Equal Opportunity Plan of the Academy.

Effective gender mainstreaming will be taken into account at all stages and aspects during the implementation. The Action will take care to ensure gender balance both amongst participants in working groups for development of new policies as well as amongst trainees benefitting from the various opportunities for attaining new skills. Furthermore, the specific needs of both women and men

will be incorporated into the development of all training modules developed in order to ensure their accessibility to both target audiences.

MINORITIES AND VULNERABLE GROUPS

This sub-section should briefly describe how the Action takes account of people belonging to minorities/vulnerable groups and how their involvement is facilitated. The IPA II Regulation (Art. 2) refers to the promotion and protection of human rights and fundamental freedoms, including the rights of persons belonging to minorities, as a specific objective of financial assistance. The inclusion of this aspect in financial assistance documents has often followed a ‘copy-paste-approach’ with the same formulations appearing over and over again without taking into account specific circumstances or national specificities. This aspect needs to be particularly looked into – and improved - when designing IPA II Actions.

Example: Kosovo - Agriculture and rural development (example of text that looks more like a statement and is not specific to the Action – this form of contribution should be avoided)*

Preparation of the Actions was done in full respect of minorities and vulnerable groups. Thus, there shall be no direct or indirect discrimination against any person based on gender, age, marital status, language, mental or physical disability, sexual orientation, political affiliation or conviction, ethnic origin, nationality, religion, race, social origin or any other status. The Call for proposal shall be open for the entire territory of Kosovo.

6. SUSTAINABILITY

This section should include details on sustainability of the Action beyond its implementation period, including commitments or resources to be provided by the beneficiary for the operation and maintenance of results once the Action is completed.

Example 1: Serbia 2014 – Support to home affairs [the original text has been slightly reworded]

Within the Grant Scheme, Grant contracts will be awarded to municipalities with adopted Local Action Plans indicating that foreseen activities are in line with national strategic documents, especially in the field of employment, housing and social inclusion. Applicants for Grants will have to demonstrate that they have a clear plan for implementation of the grant and to prove sustainability of actions. The role of the Local Councils for migration management and an active working partnership within the local stakeholders will be essential.

The methodology regarding housing issues will imply full involvement and commitment of the municipality to manage and maintain residential facilities as well as the ownership of the so-called extended social services, which are envisaged by the Local Self Government Action Plans. A particular mechanism for budgeting extended social services already exists. Namely, for this kind of expenditure, municipal councils are entitled to adopt a particular decision (including the budget line for financing this type of housing). The existence of this decision will be considered as an eliminatory criterion in every case of the selection of the beneficiary municipalities applying for this type of housing solution. Additionally, Centres for Social Welfare, which will manage and maintain the buildings, already exist in every municipality. Sustainability for other types of housing solutions is to be provided through immediate transfer of ownership to the final beneficiaries.

Example 2: Kosovo - Municipal social and economic infrastructure [the original text has been slightly reworded]*

In order to guarantee the sustainability of the projects, the municipality needs to prove that each of the projects submitted for financing is in line with its long-term strategy for municipal development; i.e.

with the existing Municipal/Urban Development Plan and also with master plans and other strategic documents of the different Ministries.

The support will continue to further improve the municipalities' abilities to provide adequate services to their citizens and the foreseen training component contribute to the municipal administrations being more proficient when dealing with infrastructure projects.

The municipalities' improved capacity to provide quality public services to their citizens will lead to better quality of life, improved citizens' satisfaction and increased revenues for the municipalities from the said services. Furthermore, the improved management of infrastructure projects will result in a more efficient and effective use of the often scarce municipal funds.

The mostly very positive results of this scheme may trigger more future investments from central government and other donors alike into a sector (i.e. local infrastructure) which has been rather neglected over the last years. In addition, the investments foreseen will release funds from municipal budgets for other high priority projects.

7. COMMUNICATION AND VISIBILITY

This section should include details on any specific communication and visibility activity/plan for this Action, including information on target audiences (i.e. those who are the ones for whom the impact of the Action will be most apparent and most immediately relevant, but also opinion formers and influential figures, as well as those beyond government and media who have a stake in the Action, or are affected by it). Including a standard text indicating the EU logo will be displayed on all documents and other outputs of the Action is not enough and unnecessary (as it is de facto an obligation).

Reminder of principles and rules for visibility and communication:

The implementation of the communication activities shall be the responsibility of the beneficiary, and shall be funded from the amounts allocated to the Action. All necessary measures will be taken to publicise the fact that the Action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions. Visibility actions should also promote transparency and accountability on the use of funds.

It is the responsibility of the beneficiary to keep the EU Delegation fully informed of the planning and implementation of the specific visibility and communication activities. The beneficiary shall report on its visibility and communication actions in the report submitted to the IPA monitoring committee and the sectoral monitoring committees.

Further guidance on Communication and visibility in the context of financial assistance is available in the [IPA II Programming Guide](#).

Example 1: Bosnia and Herzegovina 2014 – Local integrated development (an example of concise text with clear objectives)

Communication and visibility will be given high importance during the implementation of the Action. Communication will be directed to three different audiences: the partners directly involved in the implementation of activities i.e. local government and members of local partnerships, the final

beneficiaries e.g. SMEs, returnees/refugees and IDPs, farmers, producers, households affected by the floods, etc. and the public at large.

The Action will develop communication messages and tools adapted to these different audiences. These will be detailed in the Communication and Visibility Plan to be drafted at the beginning of the Action. All necessary measures will be taken to publicise the fact that the Action has received funding from the EU.

The Action will put particular emphasis on the dissemination of best-practices and exchange of information in order to increase the impact of results and bring a multiplier effect to other parts of the country.

Example 2: Turkey 2014 – Support to civil society (a good example containing specific indications on communications means to be used) [the original text has been slightly reworded]

Necessary measures to ensure constant, consistent and effective communication with target audiences along the implementation period will be carried out under each activity. Each activity will outline a set of tasks to ensure visibility of the activities, build up awareness among stakeholders on the activities carried out and their results, and support the involvement of partners and stakeholders in the implementation stages.

Taking into consideration the target groups, using the appropriate media is absolutely; i.e. conveying messages through television channels, radio channels and print media (both local and national) will have the highest impact on target groups, whilst a more active use of web-based communication will help reach the general public.

Three different forms of communication and visibility will be used:

- Via direct communication (workshops, trainings, seminars etc.) with key stakeholders including local and national authorities*
- Publicity/public information outreach including press media conference, media interviews, press releases, newspaper, photo opportunities, newsletters, research papers, reports etc.*
- Web-based communication including setting up a website, email distribution lists and social media channels*

In order to reach the target group of the grant schemes, a group of comprehensive communication and visibility activities will be conducted by the MEU after the calls for proposals are announced. Details of the communication and visibility activities will be developed before the launch of calls for proposals. Moreover, a particular communication and visibility plan for the implementation stage will be prepared for both activities at the inception phase of the Technical Assistance.

LIST OF ANNEXES

The Action Document template includes a **detailed breakdown and schedule for contracting procedures**. This table and any other detailed indications on budget and arrangements for procurement, grant award and other types of financing should be used separately from the Action Document itself; i.e. it should be removed from the final version of the Action Document, which is going to be shared with external stakeholders.

Other relevant information to be shared with external stakeholders and annexed to the Action Document (however, adding annexes is not a requirement) include, inter alia:

- List of reference documents; e.g. relevant pieces of legislation, strategies, etc.
- Sector related information; e.g. detailed Sector Approach assessment; SWOT analysis; etc.
- Detailed institutional or coordination arrangements; e.g. roles and responsibilities for the management of the Action; etc.
- Detailed implementation plan; e.g. timelines including key steps and milestones; etc.
- Etc.

If several annexes are used, a list should be added.

Great care should be paid to references to annexes when drafting the core text of the Action Document, as these annexes may be modified or removed in the successive versions of the document.

Other comments

Terminology

- *IPA II* should be used and not *IPA 2*;
- *Action* and not *project* (if referring to the IPA II context – references to 'IPA I' or other instruments can of course refer to the term 'project'), except in a number of cases (e.g. 'major and minor projects' in the context of Sector Operational Programmes);
- *Action Document* and not *Action Fiche* or *Project Fiche*;
- The acronym *AD* (for Action Document) should be avoided;
- *IPA II beneficiaries* (i.e. beneficiary countries) and not simply *beneficiaries*, which should relate to final beneficiaries (e.g. of a grant) unless it is clear enough;
- *Centralised management*, *Decentralised management*, *Centralised indirect management*, *joint management* are not used anymore (see new Financial Regulation).

Figures

There should be coherence throughout each document when using numbers. In English a space is used to separate each thousand (There are six million participants = There are 6 000 000 participants) and a point to separate the number and its decimal (600.32 euro = 600 euro plus 32 cents).

Avoid using acronyms

It is recommended to avoid acronyms as often as possible. If an acronym is needed, it should be spelled out at the beginning of each section. Never use acronyms for countries.

Language

- Language should be checked as far as possible by a EN native speaker;
- UK or IRL English must be used; e.g. *programme* and not *program*; *decentralisation* and not *decentralization*;
- Statements such as "*you should bear in mind that*"; "*we are in the process of*" must be avoided.

Other

- Instructions/guidance to fill in Action Documents (shaded text) **MUST** be deleted;
- The correct font type and size must be used as per the template: Times New Roman 11 in the core text; Arial small caps 12 for section titles (size 11 for sub-titles); Arial 10 for the Action summary; etc.;
- Keep It Short and Simple! Action Documents should be straightforward - no need of unnecessary details! Additional information may be added in annex;
- The Action Document will be read by non-expert readers (e.g. IPA II Committee; etc.) – it is therefore advisable to have it checked by someone who does not necessarily know much about the topic of the Action or even about IPA II.

THE DOCUMENT IS CIRCULATED TO EU MEMBER STATES (IPA II EXAMINATION COMMITTEE) AND PUBLISHED ON THE EUROPA WEBSITE AFTER ADOPTION OF THE PROGRAMME: THE FINAL VERSION OF THE ACTION DOCUMENT MUST THEREFORE BE OF VERY GOOD QUALITY, NOT ONLY IN TERMS OF SUBSTANCE BUT ALSO IN TERMS OF LANGUAGE AND FORMATTING!