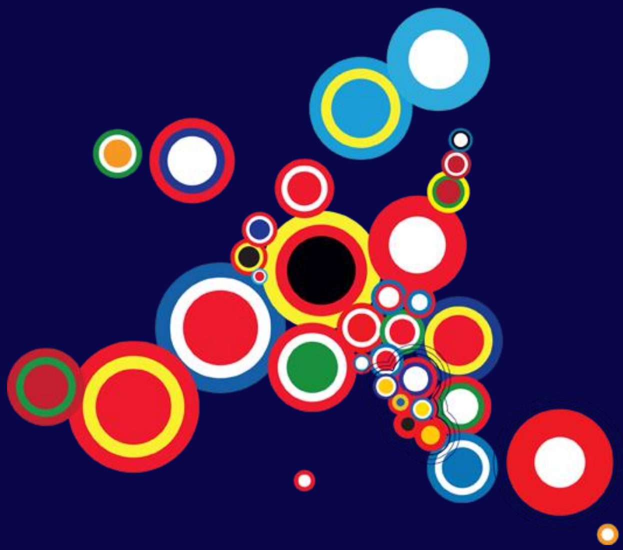
INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II)
2014-2020

IPA II BENEFICIARY
Action title



Action summary

***Instructions**: insert here an outline of the Action (the text must be in narrative form; i.e. no bullet points), including its specific objective and the expected outcome, as well as a short paragraph on the benefits of the Action for both the IPA II beneficiary and the EU – the text box may not be expanded.*

Text …

THIS SECTION SHOULD BE FILLED IN BY THE EU DELEGATION/EU OFFICE

Action Identification	
Action Programme Title	e.g. Annual Action Programme for [name of IPA II beneficiary](year)… text
Action Title	Title of the action (longer version if different from the cover page)
Action ID	IPA yyyy/decisionnumber.sequencenumber/country/title(short)
Sector Information	
IPA II Sector	Include the relevant IPA II primary sector (e.g. 1. Democracy and governance)
DAC Sector	Include no more than 1 DAC sector code
Budget	
Total cost	Include here the total costs including other contributions (amount of EU contribution + amount of other contributions)
EU contribution	Include here the total IPA II allocation
Budget line(s)	Include here the number of budget lines
Management and Implementation	
Management mode	Direct and/or indirect management
Direct management: **EU Delegation** *Indirect management:* **National authority or other entrusted entity**	In the case of direct management, enter a reference to the relevant EU Delegation or Unit in charge of implementation of the action should be indicated In the case of indirect management, enter here 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
Implementation responsibilities	If possible, and if relevant, indicate the name of the person(s) in charge of management of the financial assistance
Location	
Zone benefiting from the action	Indicate the zone(s) concerned by the action (i.e. IPA II beneficiary or region, etc.); e.g. Albania or Western Balkans
Specific implementation area(s)	Indicate the sub-national location(s) of the action implementation (if applicable; e.g. county(ies); city(ies); etc.
Timeline	
Final date for concluding Financing Agreement(s) with IPA II beneficiary	At the latest by 31 December N+1
Final date for concluding delegation agreements under indirect management	At the latest by 31 December N+1
Final date for concluding procurement and grant contracts	3 years following the date of conclusion of the Financing Agreement, with the exception of cases listed under Article 189(2) of the Financial Regulation
Final date for operational implementation	6 years following the conclusion of the Financing Agreement

<table>
<tr><td>Final date for implementing the Financing Agreement (date by which this programme should be de-committed and closed)</td><td colspan="3">12 years following the conclusion of the Financing Agreement</td></tr>
<tr><td colspan="4">Policy objectives / Markers (DAC form)</td></tr>
<tr><td>General policy objective</td><td>Not targeted</td><td>Significant objective</td><td>Main objective</td></tr>
<tr><td>Participation development/good governance</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Aid to environment</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Gender equality (including Women In Development)</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Trade Development</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Reproductive, Maternal, New born and child health</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>RIO Convention markers</td><td>Not targeted</td><td>Significant objective</td><td>Main objective</td></tr>
<tr><td>Biological diversity</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Combat desertification</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Climate change mitigation</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Climate change adaptation</td><td>☐</td><td>☐</td><td>☐</td></tr>
</table>

1. RATIONALE

***Instructions**: **[4 pages maximum for Section 1]**.*

Remember: the document provides only an outline of the Action. The text for section 1 shall start immediately with the paragraph dedicated to "Problem and stakeholder analysis" (i.e. no additional introduction).

PROBLEM AND STAKEHOLDER ANALYSIS

***Instructions**: Briefly describe the context key problems/needs (within the given sector) being faced by the IPA II beneficiary and the main challenges, in particular in a pre-accession perspective - with a view to justifying financial assistance. Also identify who the stakeholders most affected by the problems are and what institutional and organisational issues should be addressed.*

Text …

OUTLINE OF IPA II ASSISTANCE

***Instructions**: Briefly describe how the above problems/needs will be addressed by IPA II assistance. This will include a short summary of the main expected results of the action, as well as the key activities. In addition, it should briefly mention how the stakeholders above are involved in the implementation of the Action and who will benefit from it (main direct and indirect beneficiaries). This section should remain very short (1/2 page at most) and provide an overview of key aspects of IPA II support in a few sentences only. Details are to be provided in Section 2 of the Action Document.*

Text …

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

***Instructions**: Provide a brief reference to the priority(ies) of the Indicative Country Strategy Paper (CSP) that the Action addresses and describe how the Action helps meet the objective(s) and priorities described in the CSP (the link with the Indicative Multi-Country Strategy Paper should also be referred to, as appropriate).*

Where relevant, it should also briefly a) refer to the priority(ies) of the Enlargement Strategy and the Annual Progress Report the Action will address; b) 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); c) indicate how the Action is linked to other relevant actions or strategies supported by the national authorities and/or the donor community.

Text …

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

***Instructions:** Include a short description of problems/issues encountered in previous actions in the same field and how they can be avoided. If any specific monitoring exercise or evaluation has been carried out, please summarise key recommendations and follow-up.*

Text …

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

***Instructions*: [2 pages maximum for the logframe]**

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 ….". To xxx	How the Overall Objective is to be measured *(to be more detailed in Section 4 on Performance Measurement)*. 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. Text …	How the information will be collected *(to be more detailed in Section 4 on Performance Measurement)* Text …	
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. To xxx	How the Specific Objective is to be measured *(to be more detailed in Section 4 on Performance Measurement).* This should be an **OUTCOME** indicator. To be disaggregated by sex, where appropriate. There should be **ONLY ONE INDICATOR (OR MAXIMUM TWO INDICATORS) for the Specific Objective.** Text …	Same as above Text …	If the Specific Objective is achieved, what assumptions must hold true to achieve the Overall Objective Text …
RESULTS	**OBJECTIVELY VERIFIABLE INDICATORS (*)**	**SOURCES OF VERIFICATION**	**ASSUMPTIONS**
Result 1: Tangible **outputs** (e.g. infrastructure, products or services) delivered by the Action. Remember: the logframe provides an **overview only**. Only the main results should be included. Text …	How the results are to be measured *(to be more detailed in Section 4 on Performance Measurement)*. These should be indicators for **SIGNIFICANT AND SPECIFIC OUTPUTS (OR IMMEDIATE OUTCOME)**. To be disaggregated by sex, where appropriate. 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**. Text …	Same as above Text …	If Results are achieved, what assumptions must hold true to achieve the Specific Objective Text …
Etc.			

(**)

(*) All indictors should be formulated as measurement, <u>without specifying targets in the Logical Framework Matrix</u>. 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.

(**) Relevant activities have to be included only in the following sub-section.

DESCRIPTION OF ACTIVITIES

***Instructions**: [3 pages maximum for this sub-section]*

Include in this sub-section details on the planned activities. These will have to be itemised per expected result and will have to include enough details to clearly outline what the Action will consist of and through which activities the expected results will be achieved.

Text …

RISKS

***Instructions**: [1/2 page maximum for this sub-section]*

This section should be used for a brief analysis of the main risks and/or assumptions that might occur/be needed before or during the Action implementation. In case of risks, also add possible mitigation measures to be undertaken in order to prevent them.

Text …

CONDITIONS FOR IMPLEMENTATION

***Instructions**: [1/2 page maximum for this sub-section]*

This section should outline the main conditions that have to be in place for an effective and timely implementation of the Action; e.g. the adoption of a law, the setting-up of a specific institutional framework, etc. It also has to indicate how they should materialise and be checked.

Text …

3. IMPLEMENTATION ARRANGEMENTS

***Instructions**: [1 page maximum for Section 3]*

ROLES AND RESPONSIBILITIES

***Instructions**: Provide clarifications on the main institutional stakeholders (e.g. Line Ministries, National Institutions/Agencies, Regional Authorities, etc.) involved in the management and implementation of the Action, including their respective roles and responsibilities, as well as any coordination arrangements (working group, steering committee, etc.).*

Text …

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

***Instructions:** With reference to the activities indicated in the previous section, provide information on the method of implementation (i.e. direct or indirect management, including in the latter case information on any delegated partner) and the types of financing to deliver them (i.e. indicative number and types of tender(s)/call for proposal(s)/grants, etc.).*

Justification on the reason why such (an) option(s) for implementation has/have been selected must be included. Any co-financing arrangement (and related conditionality) should also be highlighted in this *section. Only key elements should be included in this Action Document; e.g. details on grant selection criteria will be described in the annex to the Financing Decision.*

Further details on the implementation methods, including essential elements, shall be included in the relevant Annex following the provided template (to be filled in by the EU Delegation/Office).

Text …

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

***Instructions*: [1 page maximum for this sub-section]**

Describe how the Action will be monitored (and possibly evaluated), notably if there are specific arrangements.

Any specific ***evaluation*** *planned (at least for Actions with an allocation above EUR 10 million or for innovative or politically sensitive Actions) should be described in this section as well. Specify wherever applicable if the budget is part of the European Integration Facility action and from which year.*

[Standard text of actions under indirect management - National Authorities]: In line with the IPA II Implementing Regulation 447/2014, an IPA II beneficiary who has been entrusted budget implementation tasks of IPA II assistance shall be responsible for conducting evaluations of the programmes it manages.

[Standard text for all Action Documents]: The European Commission may carry out a mid-term, a final or an ex-post evaluation for this Action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the European Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations. In addition, the Action might be subject to external monitoring in line with the European Commission rules and procedures set in the Financing Agreement.

Additional text …

INDICATOR MEASUREMENT

***Instructions**: List (and briefly describe) below the relevant outcome and output indicators with the relevant baseline and target values, as well as sources of information (or verification). You should also indicate the corresponding CSP indicator(s) to which the Action is contributing.*

*The key performance indicators included in this table will be used to measure progress of implementation. It is important that these are realistic and measurable. Only very few significant indicators should be selected and **should be the same as those in the Logframe** (same number, same wording).*

Indicator	**Baseline (value + year)** (2)	**Target 2020** (3)	**Final Target (year)** (4)	**Source of information**
CSP indicator (impact/outcome)….(1)				
This column should provide the NAME/TITLE of the indicator including measurement units (e.g. number; percentage; time; etc.). It must be an outcome indicator at the level of the specific objective or an output (or immediate outcome) indicator at the level of results. Any description and/or means of calculation against the indicator (if needed) should be provided in a footnote. Where appropriate (e.g. number of civil servants trained), indicators must be sex-disaggregated[1]	The value must be indicated (2) (Disaggregated by female/male where appropriate)	The value expected by 2020 must be indicated (Disaggregated by female/male where appropriate)	The value expected once the Action is completed (5) must be indicated (Disaggregated by female/male where appropriate)	This should correspond to the source of verification in the Logframe

(1) This is the related indicator as included in the Indicative Strategy Paper (for reference only)
(2) The agreed baseline year 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

[1] Sex disaggregation by women/girls, men/boys. If the indicator is disaggregated by sex, please provide separate values for baseline, milestone and target values for female/male,

year should then be inserted in each cell in brackets. The baseline value may be "0" (i.e. no reference values are available as the Action represents a novelty for the beneficiary) but cannot be left empty or include references such as "N/A" or "will be determined later".

(3) The target year CANNOT be modified.

(4) This will be a useful reference to continue measuring the outcome of IPA II support beyond the 2014-2020 multi-annual financial period. If the Action is completed before 2020 (year for the performance reward), this value and that in the 2020 target column must be the same.

5. SECTOR APPROACH ASSESSMENT

Instructions**: **[1 page maximum for Section 5]

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, include an overview of the level of compliance with the Sector Approach criteria: description of any existing Country Sector Policy/Strategy and how this translates into an IPA II Action; institutional arrangements (including lead institution); 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 (e.g. performance management framework, as well as public finance management system and arrangements for sector budgets) may be added but should remain very concise.

Text …

6. CROSS-CUTTING ISSUES

Instructions**: **[2 pages maximum for Section 6]

GENDER MAINSTREAMING

***Instructions:** Account for the different situations, conditions and needs for women and men identified in the field of the intervention and how the intervention will address these. Please explain how the situation will differ for women and for men before the intervention (i.e. access to resources, participation in the labour market, use of transport, use of energy); as well as what measures the action will be taken to promote gender equality.*

Text …

EQUAL OPPORTUNITIES

***Instructions:** Briefly describe measures in design and implementation phases to allow and encourage equal opportunities for participants; i.e. how the participation of both women and men is ensured; how participation of people with disabilities is ensured; etc.*

Text …

MINORITIES AND VULNERABLE GROUPS

***Instructions**: Briefly describe how the Action takes account of people belonging to minorities and/or vulnerable groups and how their involvement is facilitated. Depending on the local context, you may consider including here measures concerning ethnic, religious, linguistic minorities, Roma, persons with disabilities, LGBTI persons, etc.*

Text …

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

***Instructions**: Indicate what measures have been taken to associate civil society - CSOs (and, if relevant, other non-state actors) in the design and implementation of the Action. Highlight in particular how such a* *consultation has taken place, if and how CSOs will be involved in the monitoring of the action, as well as any issue of concern that they have identified as a possible risk for the implementation of the Action.*

Text …

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

***Instructions**: Please describe whether the Action has a direct or indirect link to EU environmental acquis including civil protection and climate change (the main sectors concerned would be infrastructure and transport, water and energy, natural resource management, rural development, land management, agriculture, food security). Please also assess the impact (e.g. deforestation, biodiversity loss, soil erosion, air pollution, water contamination) the Action could have on the environment and the measures aimed at tackling them/ensuring environmental sustainability. Please take into account activities, location, resources, potential pollution, waste, land-take requirements and transports related to the Action.*

Text …

Climate action relevant budget allocation: EUR ….

7. SUSTAINABILITY

***Instructions**: [1/2 page maximum for Section 7]*

Include details on sustainability of the Action, i.e. if and to what extent the benefits/results achieved of the activities undertaken are likely to continue beyond its implementation period. In particular, the section should include at least some of the key factors impacting on sustainability, such as the level of ownership of the beneficiaries, their institutional management capacities, resources that they commit to provide for the operation and maintenance of the results once the Action is completed.

Text …

8. COMMUNICATION AND VISIBILITY

***Instructions**: [1 page maximum for Section 8]*

This section includes a standard text, which should be complemented with details on any specific communication and visibility activity/plan for this action, including information on target audiences.

Communication and visibility will be given high importance during the implementation of the Action. The implementation of the communication activities 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. Additional Visibility Guidelines developed by the European Commission (DG NEAR) will have to be followed.

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 and will promote transparency and accountability on the use of funds.

Additional text …