

**Multi-beneficiary**

**IPA**

**Programming Guide**

**2012 – 2013**

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## Introduction

Since 2007, EU pre-accession funding has been channelled through a single, unified instrument, the Instrument for Pre-Accession Assistance (IPA). The purpose of IPA is to help Candidate countries and the Potential Candidates for accession to the European Union (EU) (hereafter “the IPA beneficiaries”) to:

- introduce the necessary political, economic and institutional reforms needed to fulfil EU requirements;
- make progress in the Stabilisation and Association Process and
- satisfy the “Copenhagen criteria” for EU membership.

Financial assistance under IPA is accession-driven and actions stem from priorities identified in the EU strategic documents, such as the European and Accession Partnerships for each Beneficiary, Enlargement Strategy Papers, Progress Reports and the relevant Communications from the Commission<sup>1</sup>. Financial assistance is available under IPA until the end of 2013 but implementation of the IPA may continue beyond that date.

To achieve sustainable results, it is critical that Beneficiaries retain ownership of the Multi-beneficiary IPA programming process including the design of programmes. Beneficiaries have primary responsibility for their own development and therefore play a leading role in programming. To increase their commitment, previous experience has shown that it is essential that initiatives come from the region itself. Regional ownership as well as coordination with other stakeholders therefore lies at the core of the Multi-beneficiary IPA programming exercise.

Taking into account the regional nature of the Multi-beneficiary programme and that several Beneficiaries are involved, a system has been implemented to enable the participation of all Beneficiaries in the programming process in addition to the effective

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<sup>1</sup> Communication from the Commission – “Civil Society Dialogue between the EU and Candidate Countries” (COM/2005/0290), 29 June 2005; Communication from the Commission – “The Western Balkans on the road to the EU: consolidating stability and raising prosperity” (COM/2006/0027), 27 January 2006; Communication from the Commission – “Western Balkans: Enhancing the European perspective” (COM/2008/127), 5 March 2008; Communication from the Commission – “Enlargement Strategy and Main Challenges 2008–2009”, COM(2008) 674, 5 November 2008

coordination and development of programme documents and the efficient implementation of projects.

The Multi-beneficiary IPA Programme 2012 and the 'Assessment of the Multi-beneficiary IPA MIPD 2011-2013' will be developed based on the Sector Plans 2011 – 2013, which were drafted by the Sector Working Groups during 2010 and which will be reviewed, and if necessary revised, in 2011 to take account of pertinent developments. The revised Sector Plans 2011-2013 are referred to as 'Assessments of Sector Plan 2011-2013' in this document.

This Multi-beneficiary IPA Programming Guide 2012-2013 has been prepared based on the above considerations and on the experience of previous programming rounds. Like its predecessor, the Multi-beneficiary IPA Programming Guide 2011-2013, this revised guide sets out the steps and timelines to establish the Multi-beneficiary IPA Programme 2012 as well as the 'Assessments of Sector Plan 2011-2013' and the 'Assessment of the Multi-beneficiary IPA MIPD 2011-2013'. A summary of the main steps and the timeline is provided in Annex 1. This programming approach was presented to the IPA Beneficiaries during the Multi-beneficiary Coordination Meeting in Montenegro on 11 and 12 November 2010. It was subsequently reviewed to accommodate recent changes to the programming process in view of the adoption of the MIPD 2011 – 2013 in June 2011.

## **1 Multi-beneficiary IPA Assistance**

### **1.1 Multi-annual Indicative Financial Framework**

The IPA Multi-annual Indicative Financial Framework (MIFF) is designed to provide information on the indicative financial allocations for the Multi-beneficiary IPA Programme as well as for each National IPA Programme.

The MIFF financial matrix forms the link between the political and the budgetary frameworks. The MIFF has been established for a seven-year period from 2007 to 2013 and is revised annually on a rolling three-year basis. The latest published MIFF<sup>2</sup>, which includes a summary of the financial allocations for the period 2007-2013, reads as follows:

<b>Country</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Croatia	141.2	146	151.2	153.6	156.5	159.7	162.9
The former Yugoslav Republic of Macedonia	58.5	70.2	81.8	91.7	98.0	105.1	117.2
Turkey	497.2	538.7	566.4	653.7	781.9	899.5	935.5
Albania	61.0	70.7	81.2	92.7	94.4	96.3	98.1
Iceland	-	-	-	-	10.0	12.0	6.0
Bosnia and Herzegovina	62.1	74.8	89.1	105.4	107.4	109.5	111.8
Montenegro	31.4	32.6	33.3	33.5	34.1	34.8	35.4
Serbia	189.7	190.9	194.8	197.9	201.9	205.9	214.7
Kosovo*	68.3	184.7	106.1	67.3	68.7	70.0	73.7
Multi-beneficiary Programmes	129.6	137.7	188.9	141.7	186.3	156.9	177.8

### **1.2 Multi-annual Indicative Planning Documents**

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\* under UNSCR 1244/1999

The preparation of the Multi-beneficiary IPA Multi-annual Indicative Planning Document (MIPD) is based on the allocations in the MIFF and on the priorities identified within the political framework. A MIPD is also prepared for each country by the relevant DG Enlargement Unit responsible.

The specific areas of intervention identified for Multi-beneficiary assistance build on the progress made to date, particularly with regard to fulfilling the Copenhagen criteria and alignment with the EU acquis. The latest Multi-beneficiary IPA MIPD covers the years 2011-2013. It is foreseen that an 'Assessment of the Multi-beneficiary IPA MIPD 2011-2013' will be prepared during 2012. An assessment serves as a basis to check the validity of the Multi-beneficiary IPA MIPD 2011-2013 in the light of recent developments in the region and main challenges ahead. At the same time, an assessment serves as a management tool to assess the state of play of the cooperation under the IPA instrument in order to find ways to further improve its effectiveness.

The areas of intervention specified in the Multi-beneficiary IPA MIPD are based on those identified in the Sector Plans 2011-2013. The Sector Plans 2011-2013 have been developed by the IPA Beneficiaries and Commission services together with the Regional Cooperation Council (RCC) and in close coordination with other relevant stakeholders, including for example European Union Member States as well as other donors, Civil Society Organisations (CSOs) and Business Representatives Organisations, International and National Financial Institutions and International Organisations (hereafter referred to as 'the stakeholders'). The Sector Plans 2011-2013 will, as noted above, be reviewed, and if necessary revised, in 2011 to take account of pertinent developments. It is foreseen that an assessment of each Sector Plan 2011-2013 will be completed by each Working Group by mid 2011. Discussion and endorsement of the assessment of each Sector Plan 2011-2013 will take place during the Multi-beneficiary IPA Coordination Meeting in June 2011.

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<sup>2</sup> COM (2010) 640 final of 10.11.2010, IPA Revised Multi-Annual Indicative Financial Framework for 2011-2013.

### **1.3 Multi-beneficiary Programme(s)**

The Multi-beneficiary IPA Programme is designed to respond to the areas of intervention indicated in the Multi-beneficiary IPA MIPD, taking into account activities implemented under the National Programmes, the guidance provided in EU strategic documents, the lessons learned from the programming and implementation of previous EU assistance and the findings from consultations with, inter alia, the Beneficiaries, International Financial Institutions, the Regional Cooperation Council, EU Member States, civil society organisations and European Commission services.

Each Multi-beneficiary Programme under IPA consists of one or more projects that describe the concrete financial cooperation actions between the European Commission and the Candidates and Potential Candidates for Accession. Once the programmes have been adopted, they are implemented through contracts, grants or other types of agreement.

The Multi-beneficiary IPA programme is designed to complement and be consistent with the National IPA programmes. Areas of intervention will only be addressed through the Multi-beneficiary programmes where there is a clear need for regional cooperation or horizontal action, for instance through tackling cross-border problems or in obtaining efficiencies through establishing harmonised approaches, leveraging established instruments or facilitating networks of experts.

Multi-beneficiary IPA assistance is programmed through regional and horizontal projects:

- Regional projects aim to facilitate regional cooperation between the IPA beneficiaries. These projects endeavour to promote, inter alia, reconciliation and political cooperation.
- Horizontal projects address the common needs of several IPA beneficiaries and seek to attain efficiencies and economies of scale in implementation.

## 1.4 Priorities and financial breakdown per component

The financial allocations per sector are indicated in the Multi-beneficiary IPA MIPD 2011-2013<sup>3</sup>.

*In million EUR*

<b>Indicative Financial Allocation per Sector 2011-2013</b>		
Justice and Home Affairs, incl. fundamental rights and vulnerable groups	5 %	24 000 000
Public Administration	7 %	38 500 000
Civil Society	6 %	30 000 000
Private Sector Development	13 %	70 000 000
Transport and Energy Infrastructure, incl. nuclear safety	21 %	108 000 000
Environment and Climate Change	3 %	17 000 000
Social Development	18 %	96 500 000
Other Interventions	18 %	96 000 000
Reserve	9 %	40 970 000
<b>TOTAL</b>	<b>100%</b>	<b>520 970 000</b>

## 2 Multi-beneficiary IPA Programming Process

### 2.1 Actors in Programming

#### 2.1.1 European Commission and the Beneficiaries<sup>4</sup>:

The Regional Programmes Unit in DG Enlargement is, together with the Beneficiaries, responsible for developing (i) the 'Assessment of the Sector Plan 2011-2013', the 'Assessment of the Multi-beneficiary IPA MIPD 2011-2013' as well as (iii) the annual Multi-beneficiary IPA Programme(s) 2012. Other Units in DG Enlargement as well as other Directorates-General and Delegations of the European Commission are involved as appropriate. Particular importance is also given to the RCC as the representative of the IPA beneficiaries for regional cooperation.

<sup>3</sup> These allocations are indicative only and are based on the needs assessment and strategic choices indicated in the Sector Plans. The final budget amounts will be decided upon in the annual Multi-beneficiary programmes and are dependant upon the available budget.

<sup>4</sup> The respective National IPA Coordinators (NIPACs) with the assistance of line Ministries and other governmental institutions.



### 2.1.2 Other Stakeholders:

Other stakeholders involved in the programming process include among others the European Union Member States as well as other donors, regional bodies, CSOs and business representative organisations, International and National Financial Institutions and International Organisations.

### **2.1.1 Identification Phase**

#### Purpose

Review the Sector Plans 2011 – 2013 as well as the objectives, planned outputs and indicators of each sector. Assess the state of cooperation between the Beneficiaries. Indicate if any analyses are needed to support the implementation of aid. Outputs

1. Priority areas, including the respective objectives, planned outputs and indicators, indicated in the Sector Plan 2011-2013 are reviewed and revised as appropriate.
2. An assessment of the state of cooperation between the Beneficiaries is completed.
3. An indication of as well as a justification for any field analyses is included in the 'Assessment of the Sector Plan 2011-2013'.

#### Timeline

January – May 2011

#### Responsibility:

DG Enlargement, Beneficiaries and Working Groups

### **2.1.1.1 Review of and agreement on the Sector Plans**

The Working Group consists of a core group of members, which include the Beneficiaries (NIPAC + line Ministries), the European Commission services (DG Enlargement, line Directorates-General), as well as the RCC sector experts and other relevant regional bodies. To ensure that the regional perspective is represented it is of great importance that the RCC sector experts participate in the Working Group as much as possible. Working Groups were established during 2009/2010 in the pertinent sectors identified in the Multi-beneficiary IPA MIPD 2011-2013. Each

Working Group is assisted by the relevant Project Manager from the Regional Programmes Unit, DG Enlargement.

#### Arrangements of the Working Group

The sector Working Group meets in the IPA region or in Brussels. The Working Group reviews the Sector Plan 2011-2013 as well as the Multi-beneficiary IPA MIPD 2011-2013. New needs identified in EU strategy papers as well as the regional cooperation objectives set by the IPA Beneficiaries and the RCC are also taken into account in the revision of the Sector Plan 2011-2013.

The objectives, outputs and indicators for the sector are reviewed, amended and/or confirmed by the Working Group. The Working Group may decide that in order to affirm/revise the exact needs and objectives of the sector and/or the design of the projects identified in the Sector Plan 2011 – 2013 and described in the Project Fiches further analyses are necessary. The analyses required (e.g. needs analysis, studies, evaluations etc.) as well as a justification and a realistic implementation timeline are identified in the 'Assessment of the Sector Plan 2011-2013'. Given that the project definition ('logframe matrix') should be completed during the period July – October 2011, any field analyses required should be completed by October 2011.

The affirmation/revision of the Sector Plan 2011-2013 requires input from all the relevant stakeholders, including the relevant Commission services, bilateral donors, EU Member States and the Multi-beneficiary stakeholders. The coordination mechanism is agreed within the Working Group and a plan, approach and a timeline for consultations is established. Different means to coordinate the consultations could be used. These means include: visits to the administrations concerned, larger meetings with various stakeholders, bilateral discussions, telephone or video conferences, written communication and various IT tools. The Working Group should consider establishing 'Task Forces' (or sub-groups) to facilitate the division of tasks and responsibilities. The 'Task Forces' take responsibility for developing specific actions identified for programming and the actual drafting of the Project Fiche(s), as outlined under Section 2.3.2 below.

The Working Group agrees on a person (preferably someone other than the DG Enlargement Project Manager) to draft the 'Assessment of the Sector Plan 2011-2013'. The 'Assessment of the Sector Plan 2011-2013' is prepared once the review has been completed. An affirmation of the sector priorities as well as an indication of any change in these priorities should be included in the 'Assessment of the Sector Plan 2011-2013'.

Once completed, the 'Assessment of the Sector Plan 2011-2013' is agreed within the Working Group and submitted to the Head of Unit of the Regional Programmes Unit, DG Enlargement.

Preparation of the Project Fiches may commence in parallel or once the 'Assessment of the Sector Plan 2011-2013' has been endorsed.

## **2.2 Multi-beneficiary IPA Programme 2012**

### **2.2.1 Preparation Phase**

#### Purpose

Identify and establish Working Group Task Forces (or sub-groups), as necessary, to draft the agreed Project Fiches. Each Task Force agrees the responsibilities of the sub-group as well as the timeline for the drafting of each Project Fiche. Identify field studies required, if any, to support the definition of the project.

#### Output

1. Working Group Task Forces identified.
2. Task Force agrees the responsibilities of the sub-group as well as the timeline for the drafting of each Project Fiche.
3. Studies, evaluations necessary to facilitate the definition of the project are identified.

#### Timeline

January – May 2011

#### Responsibility

The sector Working Groups (for sectors where a Working Group is deemed necessary); DG Enlargement
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In parallel to the preparation of the 'Assessment of the Sector Plan 2011-2013', the Working Groups should initiate preparations for the completion of the Project Fiches.

The objective of each Project Fiche is to provide a detailed account of the proposed project to support the priority area as defined in the 'Assessment of the Sector Plan 2011-2013'.

In this preparatory phase, the proposed action/projects of the Working Group should be identified. To facilitate effective and efficient drafting of each Project Fiche the Working Group may consider identifying and establishing Working Group Task Forces (or sub-groups). Each Working Group Task Force agrees the responsibilities of the sub-group as well as the timeline for the drafting of each Project Fiche. Any analyses required (e.g. needs analysis, studies, evaluations etc.) to facilitate the definition of the action/project should be identified and detailed in the 'Assessment of the Sector Plan 2011-2013' (Ref: Section 2.2.2.1).

## **2.2.2 Project Formulation Phase**

<u>Purpose</u>
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Draft Project Fiches Logframe Matrice(s) in line with the strategic choices and objectives identified in the 'Assessment of the Sector Plan 2011-2013'.
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<u>Output</u>
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| <ol style="list-style-type: none"><li>1. Support studies and reviews completed if needed.</li><li>2. Project Fiches Logframe Matrixes drafted and submitted to DG Enlargement.</li></ol> |
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<u>Timeline</u>
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May - July 2011
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<u>Responsibility</u>
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Working Groups, Working Group Task Forces (or DG Enlargement/line DGs for sectors where no Working Group is deemed necessary)
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### **2.2.2.1 Draft Project Fiche Logframe Matrix**

The drafting of the Project Fiche is to follow the Logical Framework Approach, a key analytical and management tool for project formulation. This approach is based on the development first of the Logframe Matrix in which a project is defined in terms of a hierarchy of objectives (inputs, activities, results, purpose and overall objective) plus a set of defined assumptions and a framework for monitoring and evaluating project achievements (indicators and sources of verification). This approach presupposes an active participation and collaboration of key stakeholders, i.e. all organisations affected by the project. This is to ensure a high degree of ownership and a high quality Project Fiche.

The Project Fiche Logframe Matrix is drafted by the person(s) designated to 'hold the pen' by each Working Group or the smaller Task Forces in each Working Group. Once completed, the Working Group endorses the Project Fiche Logframe Matrix. For the development of the project ideas and the subsequent drafting of the Project Fiches, for which the first step is the Logframe Matrix, stakeholders with a particular role to play will be invited to participate.

As a first step, the Working Groups are requested to submit only the Logframe Matrices to the Project Manager, who will then review them. The quality check of the Logframe Matrices will allow the Project Manager to guide the development of the Project Fiche and to ensure that it is developed correctly. Following the quality check of the Logframe Matrices, the Project Manager provides comments on how to improve them as well as the further development of the Project Fiche.

### 2.2.3 Drafting Phase

Purpose:

Establish annual Multi-beneficiary IPA Programme 2012.

Output:

1. Final version of the Multi-beneficiary IPA Programme 2012 Package, including draft Project Fiches prepared.

Timeline:

September - November 2011

Responsibility

DG Enlargement

#### 2.2.3.1 Draft Project Fiche

One Project Fiche is prepared per project. The Project Fiche should be drafted in line with the template provided by DG ELARG. The person(s) designated to 'hold the pen' by the Working Group draft(s) the Project Fiche.

Based on the Logframe Matrix (including problem analysis, lessons learnt), the Project Fiche is developed by the designated person(s) from the Working Group in collaboration with the relevant stakeholder by completing the requisite information in accordance with the European Commission standard Project Fiche template including annexes and instructions thereto.

In drafting the Project Fiche, the Working Group should ensure that:

- the immediate objectives of the project are consistent with the overall objective for the sector (relevance);
- the objectives of the project and expected results are “SMART” (specific, measurable, achievable, relevant, and time-bound);
- the indicators for monitoring the project's performance are “RACER” (relevant, accepted, credible, easy, and robust);

- the risks and assumptions underlying the project are adequately defined (feasibility);
- any actions required by the beneficiaries or the national authorities to ensure project impact are stated and time-bound (conditionality);
- the inputs and outputs needed to implement the project are sufficiently well defined;
- the beneficiaries have sufficient capacity to implement the project;
- actions receiving support are fully co-ordinated with other pre-accession instruments;
- lessons learnt from similar experiences in the past have been incorporated;
- results are likely to be sustainable;
- visibility requirements are taken into account in project design. The project title is clear and understandable for non-specialist readers.

In addition, formatting, sequencing and the correct use of the English language are to be ensured in the Project Fiches. Finally, each Project Fiche is to be provided with a title. The same project title should be maintained throughout. The Project Manager will in any case provide guidance to the Working Group on drafting and style as well as the timelines for completion.

To ensure that the action/project proposed in the Project Fiche addresses the needs of the region/administrations concerned the Working Group or the Working Group Task Force should engage with the relevant administrations. As noted in Section 2.2.2.1, different means may be leveraged to consult with the administrations. These include: visits to the administrations concerned, larger meetings with various stakeholders, bilateral discussions, telephone or video conferences, written communication and various IT tools. The DG Enlargement Project Manager as well as the person selected to "hold the pen" in the Working Group (or Working Group Task Force) should participate in these consultations. Additional members of the Working Group could participate, if necessary.

Once completed, the Project Fiche is endorsed by the Working Group. Following endorsement of the Project Fiche by the Working Group, the Heads of Section and the Programme Coordinator in DG Enlargement check the Project Fiche for quality and consistency in line with the guidelines provided by the DG Enlargement Quality Support Group (QSG). Working Groups are encouraged to view Multi-beneficiary programming as a continuous process.

#### **2.2.4 Approval Phase**

##### Purpose:

Approve the Multi-beneficiary IPA 2012 programme(s)

##### Output:

1. Multi-beneficiary IPA 2012 Project Fiche(s) endorsed by the stakeholders
2. Multi-beneficiary IPA 2012 Programme Package drafted

##### Timeline

November – December 2011

##### Responsibility

DG Enlargement

##### **2.2.4.1 Consultations on the Project Fiches**

The final draft Project Fiche(s) is reviewed by management in the Regional Programmes Unit, DG Enlargement.

Once completed, the Programme Coordinator distributes for comment the Project Fiche(s) to the European Union Member States and the stakeholders (including the participants of the Donor Coordination Meeting and the Multi-beneficiary Coordination Meetings). The stakeholders review the Project Fiche(s) and provide comments in writing within the established timeline. The Programme Coordinator consolidates these comments and liaises with the Heads of Section and Project Managers regarding these and any other eventual changes to the Project Fiche(s).



#### **2.2.4.2 Draft Multi-beneficiary IPA Programme 2012 Package prepared**

Taking into account the final comments on the Project Fiches as well as those on the overall composition of the package and budget, the Programme Coordinator prepares the final programming package. The Programme Coordinator consults the Project Managers, as necessary, on the Multi-beneficiary IPA Programme 2012.

The Multi-beneficiary IPA Programme 2012 will be reviewed by management in the Regional Programmes Unit, DG Enlargement. The Programme Coordinator in consultation with the Project Managers makes modifications to the documents.

#### **2.2.5 Adoption Phase**

##### Purpose

Ensure adoption of the Multi-beneficiary IPA 2012 Programme by the Commissioner.

##### Outputs

1. Commission Decision on the Multi-beneficiary IPA 2012 Programme

##### Timeline

December 2011 – May 2012

##### Responsibility

DG Enlargement

#### **2.2.5.1 Quality Support Group and Inter-Service Consultation**

The DG Enlargement QSG reviews the final draft Multi-beneficiary IPA 2012 Programme, including Project Fiches. The documents are then submitted for Inter-service consultation (ISC) with other relevant Directorates-General.

##### **2.2.5.1.1 Quality Support Group (QSG)**

With regard to the Multi-beneficiary IPA 2012 Programme and Project Fiches, a quality check is carried out by the DG Enlargement QSG resulting in a set of recommendations to the Regional Programmes Unit for possible improvements. Comments from the members of the QSG are incorporated as appropriate in the final draft of the Multi-beneficiary IPA Programme 2012 and the corresponding Project

Fiches by the Project Managers and Programme Coordinator in the Regional Programmes Unit in DG Enlargement.

The Programme Coordinator then sends the Multi-beneficiary IPA 2012 package (including project fiches) to the DG Enlargement QSG in accordance with the agreed timeline.

#### **2.2.5.1.2 Inter-service consultation**

Following the completion of the work of the DG Enlargement QSG, the other relevant sector DGs are consulted in the framework of an ISC, which result in an additional set of comments and recommendations. The Programme Coordinator ensures that the wording in the Project Fiches is amended in the light of these comments either through the Project Manager or where necessary by directly amending the Project Fiches.

#### **2.2.5.2 Translation**

The final annual Multi-beneficiary Programme is then sent for translation prior to consultation with the IPA Committee.

#### **2.2.5.3 Consultation of the IPA Committee**

Once the internal Commission procedures have been completed, the Multi-beneficiary IPA 2012 Programme is submitted to the IPA Management Committee for its opinion. Project Fiches are submitted to the Committee for information only. All documents are to be sent to participants at least three weeks prior to the IPA Committee meeting.

#### **2.2.5.4 Commission Decision**

Once the IPA Management Committee has given a favourable opinion, a Financing Decision is taken by the Commissioner.

#### **2.2.5.5 Financing Agreement**

<u>Purpose</u>
Establish the legal basis for implementation.
<u>Outputs</u>
1. Budget available

2. Financing Agreement (s) signed, if necessary

Timeline

May 2012 – December 2012

Responsibility

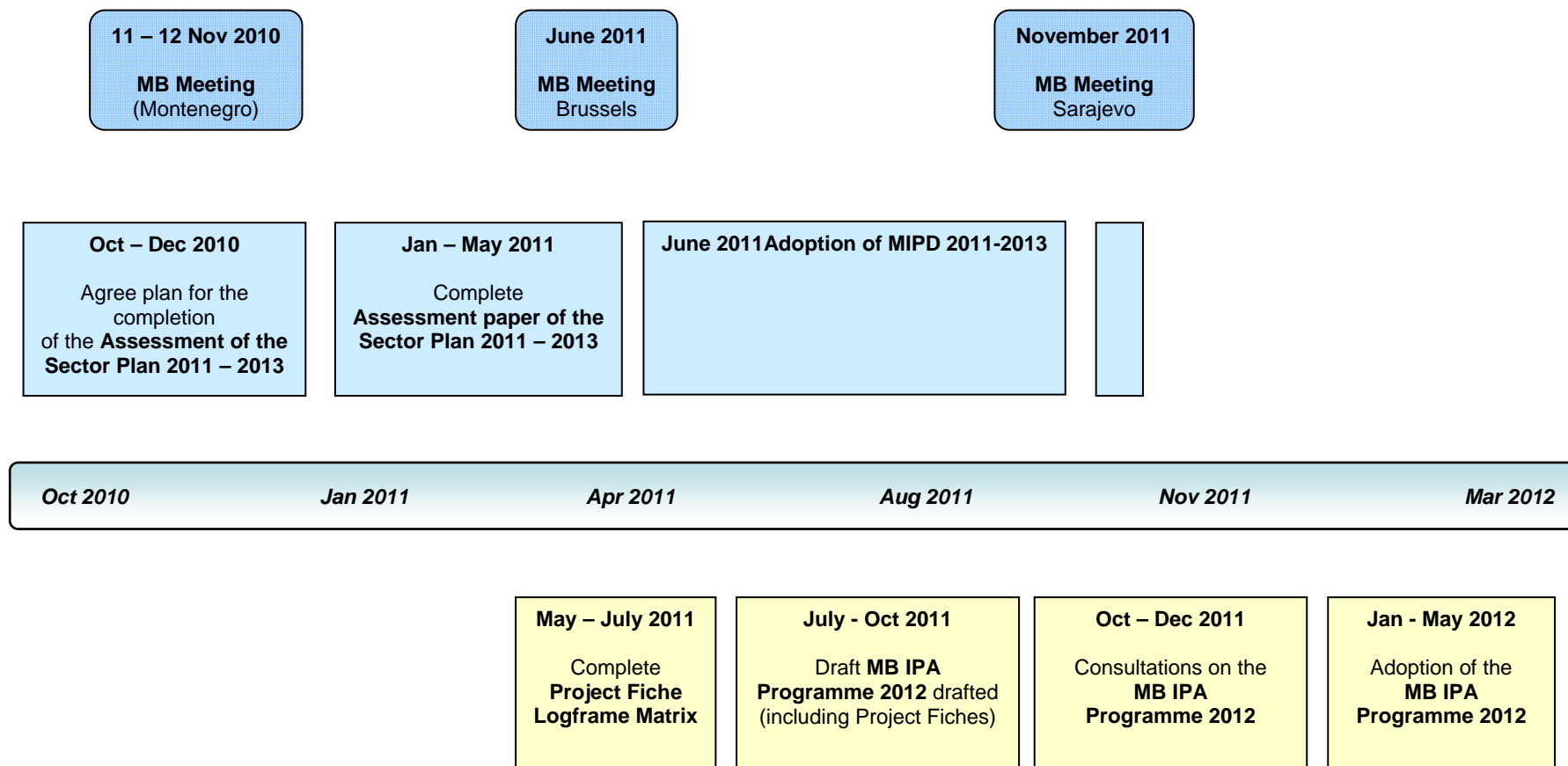
DG Enlargement

If it is necessary for the implementation of the Multi-beneficiary IPA 2012 Programme to have a Financing Agreement, which is the legal basis for implementation, it is prepared following the adoption of the Multi-beneficiary IPA 2012 Programme by the Commissioner.

The Programme Coordinator sends two complete sets of the Financing Agreement, its annexes and final Project Fiches to the Delegations for transmission to the NIPACs for signature. The NIPACs retain one original copy of the document and return the second original copy to the Delegation for onward transmission to DG Enlargement. In signing the Financing Agreement, the NIPAC indicates its agreement to the Financing Agreement on behalf of the Beneficiary. The Project Fiches, which are initialled by both parties, serve as the basis for the technical elements pertaining to the implementation of the programme.

The Project Manager prepares the necessary documentation and agreements in parallel in order to ensure the prompt initiation of the implementation of the projects once the Financing Agreements have been signed.

## Annex 1: Multi-beneficiary IPA Programming Timeline 2011 – 2013



MB: Multi-beneficiary

MB MIPD: Multi-beneficiary Multi-annual Indicative Planning Document