

Project Fiche – IPA National programmes / Component I

1 IDENTIFICATION

Project Title	Enhanced Support Activities to Strengthen the European Integration Process
CRIS Decision number	IPA /2013/ 023-651
Project no.	10
MIPD Sector Code	9. Support and other activities
ELARG Statistical code	40
DAC Sector code	15110 – Public Sector Policy and Administrative Management
Total cost (VAT excluded)¹	EUR 23,700,102
EU contribution	EUR 21,400,102
Management mode	Decentralised
<i>Decentralised mngmt:</i> Responsible Unit or National Authority/Implementing Agency	<p>The CFCU will be Implementing Agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities. The director of the CFCU will act as Programme Authorizing Officer (PAO) of the project.</p> <p>Mr. Muhsin ALTUN (PAO-CFCU Director) Central Finance and Contracts Unit Phone: +90 312 295 49 00 Fax. : +90 312 286 70 72 E-mail: pao@cfcu.gov.tr Adress: Eskisehir Yolu 4. Km 2. Cad. (Halkbank Kampusu) No: 63 C Block 06580 Sogutozu / Ankara / TURKEY</p>
Implementation management	<p>The Ministry for EU Affairs (MEUA) is the beneficiary for the project. The identification of single initiatives that will receive support from these components will be made by the MEUA. The MEUA will ensure the effective planning of the utilisation of the funds.</p> <p><i>Contact details of the Senior Programme Officer (SPO):</i></p>

¹ The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

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Implementing modality	Project
Project implementation type	Grant
Zone benefiting from the action(s)	Turkey
Final date for contracting	3 years after the signature of the FA
Final date for execution of contracts	2 years following the end date for contracting
Final date for disbursement	1 year following the end date for execution of the contract

2 RATIONALE

2.1 PROJECT CONTEXT: ISSUES TO BE TACKLED AND NEEDS ADDRESSED

This project will address a number of demand-driven requests for specific expertise, short and medium term technical assistance, feasibility studies, detailed design of acquis related investment projects, preparation of institution building projects, training programmes and schemes, recruitment of external assessors for evaluation, assessment of applications under grant schemes, meetings/workshops, twinning, direct grant and direct agreements with international organizations. In addition, the assistance will allow better and timely project preparation and implementation to proceed in a quick and effective manner.

2.2 LINK WITH MULTI-ANNUAL INDICATIVE PLANNING DOCUMENT (MIPD) AND NATIONAL SECTOR STRATEGIES

The Multi-annual Indicative Planning Document (MIPD) 2011-2013 for Turkey identifies the priorities (1) to make progress in the critical areas of rule of law in order to tackle key reforms of the judiciary and fundamental rights; (2) to adopt the EU acquis in areas where there is complex legislation or costly requirements to adopt EU standards in areas such as transport, agriculture, food safety, environment, climate change and energy; (3) and to support Turkey in its economic and social development and to enhance competitiveness; thereby contributing to the achievement of the Copenhagen criteria.

This project aims to support implementation of various accession related actions of different actors (such as public institutions, ministries, NGOs which have relations with acquis

implementation, local administrations etc.) in order to meet specific and urgent needs identified in the course of the pre-accession and negotiation processes. All priority sectors of the 2011-2013 MIPD can be supported.

2.3 LINK WITH ACCESSION PARTNERSHIP (AP)/NATIONAL PROGRAMME FOR THE ADOPTION OF THE ACQUIS (NPAA) / ANNUAL PROGRESS REPORT

This project proposal is linked to the priority areas for Turkey's membership preparation, as underlined in the AP and the NPAA, and is closely monitored in the annual Progress Report on Turkey. All documents recognize the importance of improving the administrative capacity including programming in different subject areas.

ACCESSION PARTNERSHIP (2008)

Financial assistance for the priorities identified in the Accession Partnership will be made available through two financial instruments: programmes adopted before and in 2006 will be implemented in accordance with Council Regulation (EC) No 2500/2001 of 17 December 2001 concerning pre-accession financial assistance for Turkey (1). Programmes and projects adopted as from 2007 will be implemented in accordance with Regulation (EC) No 1085/2006. Under both instruments, the Commission has adopted respectively will adopt financing decisions, followed by a financing agreements signed by the Commission and Turkey. The financing agreements serve as legal basis for the implementation of the concrete programmes.

NATIONAL PROGRAMME FOR THE ADOPTION OF THE ACQUIS (2008)

Capacity strengthening of the Turkish administration is stated as a priority in order to be able to effectively and correctly implement the acquis. Schedule for each acquis chapter indicating institutional capacity building requirements necessary for legislative approximation and implementation is given in the NPAA.

Strengthening adequate programming will be focused on those areas that have been identified as priorities in both the Accession Partnership and the NPAA.

2.4 PROBLEM ANALYSIS

The main objective of ESEI is to help beneficiaries face the challenges of European integration, implement the reforms needed to fulfil EU requirements and make progress in the Stabilisation and Association Process and to support Turkey's Accession Preparation Process.

2.5 LINKED ACTIVITIES AND DONOR COORDINATION

To enable the establishment of the DIS and make the involved components operational, Turkey has benefited from institution building support under a number of projects, specifically a direct grant to the CFCU and a variety of short and long-term TA projects.

There have been several Project Cycle Management (PCM) seminars and training of trainers activities coordinated and organized by MEUA in cooperation with the European Union Commission. These activities intended to give a detailed and concrete approach in order to

guarantee that relevant staff in the beneficiaries becomes more capable of preparing adequate project proposals and other documents relevant for international financing.

In 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011 and 2012 nearly 145 million Euro are committed for “Support Activities to Strengthen European Integration Process” projects, which are aiming to increase project design and project/programme management capacity of project beneficiaries and accelerate EU accession process by strengthening administrative capacity.

TAIEX also provides technical assistance to all levels of public and semi-public administrations in transposition, implementation and enforcement of the *acquis communautaire* in the form of expert missions, seminars, workshops, study visits, evaluation and analysis reports.

2.6 Lessons learned

Support Activities to Strengthen the EU Integration Process

Support Activities to Strengthen the EU Integration Process-SEI has two main components: Project Preparation Facility-PPF and the Unallocated Institution Building Envelope in the Context of the Preparation Process and Accession Negotiations-UNIBE.

The PPF component of SEI has been mainly focussing on support for the development of project fiches under Instrument for Pre-Accession Instrument (IPA). This project had led to higher quality and timely delivery of project fiches and will ultimately lead to an increase in qualified staff supporting acceleration of EU integration process.

Substantial progress in the implementation of the DIS as well as the timely preparation and implementation of large parts of the annual programmes could only be achieved through the support available from these programmes.

Since the Law No. 5916, the Organisation and Functions of the Secretariat General for the EU Affairs, published in the Official Gazette numbered 27283 and dated 9 July 2009, SEI has been executed by a separate unit, Directorate of Project Implementation. After this new delegation, the absorption capacity of the SEI Project under the Programming 2007 was sharply increased compared to SEI 2006. 80% of budget was utilized as a consequence of Directorate of Project Implementation’s committed efforts under the SEI 2007. The utilization rates of the SEI were nearly 55% for 2008 programming and 95% for 2009 programming respectively.

Taking into consideration feedbacks of the beneficiary institutions, Directorate of Project Implementation launched a project for a new application system which will facilitate application process and monitoring projects which will be currently implemented and filtering statistical data of previous SEI projects. The aim of the online application is to increase not only the number of contracted projects but also to improve the quality and the speed of commenting.

Experience has shown that weakness in project design can be addressed through more thorough groundwork in the project preparation phase. Where the PPF facility has been used in the preparatory phase, design problems have been mitigated. The timely use of technical assistance to prepare tender documents and especially terms of reference (ToR) has also reduced the time

lag between the finalisation of the project fiche and signature of the FA on the one hand and the start of tendering procedures on the other.

The main aim of this second facility of SEI, which is UNIBE, is to strengthen the capacities of the Turkish public institutions in fulfilling their respective pre-accession roles and functions with a special focus on DIS institutions appointed in the framework of IPA. Hence the capacity of DIS institutions has been increased through the projects funded under UNIBE, especially where those institutions have been able to make a reliable assessment of their needs.

Furthermore, UNIBE enabled public actors to meet specific and urgent needs identified in the course of the pre-accession and negotiation processes.

In 2011, the EC and NIPAC agreed to increase the scope of the UNIBE component of SEI by allowing full scale institution building projects up to 3 000 000 Euro IPA funds to be financed under this facility. The “enhanced” UNIBE facility or ESEI will be eligible for standalone contracts involving technical assistance, twinning and direct grants; supplies and works contracts are not eligible. This component is being coordinated by the Directorate of Financial Cooperation with close cooperation of the Directorate of Project Implementation.

Directorate of Project Implementation of the Ministry for EU Affairs, having taken the need for a proper implementation and better utilization of SEI and ESEI funds into consideration launched and finalised a Technical Assistance project. The aim of this project is to assist the Directorate of Project Implementation in its SEI related activities and enable beneficiaries (line ministries and public institutions) to benefit more effectively from SEI funds. The technical assistance project is also aimed at increasing project preparing and implementing capacity of Turkish public institutions. For that, two guidelines on which methods projects can be matured and how terms of reference are prepared and a compendium of best practices and an inventory report was published. Complementary to that, an online application system established to shorten the application and evaluation process of SEI projects as mentioned above.

3 DESCRIPTION

3.1 OVERALL OBJECTIVE OF THE PROJECT

To support Turkey’s accession preparation process.

3.2 SPECIFIC OBJECTIVE(S) OF THE PROJECT

The specific objectives of this project is to strengthen the capacities of the DIS institutions (office of the NAO, NAC, MEUA, CFCU) and operating structures appointed within the framework of IPA, as well as other relevant Turkish institutions in fulfilling their respective pre-accession roles and functions.

3.3 RESULTS

Component 1: PPF

The aim of this component is to strengthen the ability of the relevant potential beneficiaries to design and appraise programmes and projects to be submitted for financing in the framework of the pre-accession financial assistance to Turkey and to help beneficiary institutions in the assessment tasks regarding grant-schemes.

The result to be achieved under this component is:

- An improved project pipeline and absorption of programmed EU funds in the framework of IPA Component I, combined with an increased efficiency during implementation.

Measurable Indicators:

1. All project fiches prepared with SEI support include the necessary documentation (feasibility studies, market research, draft tender dossiers) attached as annexes, when the relevant IPA-I project package is submitted to the EC by the NIPAC.
2. On the date of signature of the relevant Financing Agreement, at least 80% of the tender dossiers are submitted to the CFCU by beneficiary institutions.
3. At least 80% of EC financed projects under the relevant programme are implemented in accordance with implementation schedules foreseen in the project fiches.

Component 2: Unallocated Institution Building Envelope in the Context of Preparations for Pre-accession Process and Accession Negotiations

The general result to be achieved under this component is:

Strengthened capacities of the Turkish institutions in fulfilling their respective pre-accession roles and functions, as well as DIS institutions and operating structures appointed in the framework of IPA.

Measurable Indicators:

1. At least 22 contracts signed to enable the implementation of accession related actions by Turkish institutions
2. All contracts signed support indicators identified in the MIPD 2011-2013 to implement sector objectives.
3. At least 10 full scale twinning/TA/direct grant projects supported which will contribute to meeting negotiation chapters' opening or closing benchmarks and implementing the conclusion from chapter working group.

The full fiches for all interventions over 500 000 Euro will be approved in an exchange of letter with the Commission. Below this threshold the approval of EUD only is required.

3.4 MAIN ACTIVITIES

The co-financing of this project will be covered by the budget of the Ministry for European Union Affairs (MEUA).

3.4.1 Project Preparation Facility (PPF): The identification of single initiatives that will receive support from PPF will be made at an early stage in the programming cycle of the pre-accession assistance, on the basis of initial proposals received from the potential beneficiaries in Turkey and their identification of needs to bring this proposal to an acceptable stage of development. During implementation of projects, beneficiaries may also request to benefit from this facility as long as there is no duplication and it concerns a priority listed in NPAA, AP and MIPD. Proposals which cover supplies cannot be financed under this component.

Support provided to the beneficiaries under this component is basically focused on:

- *Short-term technical assistance*

Technical assistance for conducting stakeholder analysis and consultation, needs and gap analyses, baseline surveys, market research, training and study-visits and for the provision of management, organizational and other expert advice - to support beneficiary institutions in developing/upgrading necessary technical know-how and management skills in project preparation and implementation.

- *Feasibility studies*

The PPF can finance not only entire studies, but can also be applied to complete studies or tests to ensure that their recommendations are coherent and feasible. The most obvious studies in this field are cost-benefit and economic analyses of a recommended solution or sensitivity testing of various assumptions made in a feasibility study. In all cases required, environmental impact assessments will be carried out under this heading.

- *Detailed designs of acquis related investment projects*

This includes the detailed technical preparation of a project following the completion of a feasibility study. It may involve developing detailed designs of geophysical and/or photogrammetric studies, descriptions and technical specifications, bill of quantity for necessary inputs, completion schedules for works delivery and drafting of technical drawings including tender dossiers for works, supervision and supply contracts in accordance with the PRAG. In addition, the preparation of complex grant and aid schemes can also be envisaged.

- *Preparation of institution-building projects, training programmes and aid schemes*

The PPF can assist with the preparation of such institution building programmes, training programmes and aid schemes. Also, DIS related training programmes to improve the capacity building of DIS institutions such as MEUA, CFCU, NF and line ministries could be financed under PPF.

- *Preparation of technical specifications, procurement plans and tender dossiers*

For simple projects, detailed procurement plans are not necessary and the preparation of tender documentation mainly focuses on detailed technical documentation to be enclosed to a standard tender dossier according to the PRAG. On more complex projects however, external technical support might be needed. This may be the case not only on complex works/supplies contracts but also for the preparation of calls for proposals for a grant scheme.

Project development to be supported under the PPF may include projects that are potential candidates for loans from IFIs, where such activities are linked to pre-accession and co-financing by the IFIs is considered as a possibility. Project preparation costs for such projects can be supported by this facility, subject to the same procedures as projects proposed for support by pre-accession financial assistance alone.

- *Recruitment of external assessors for evaluation*

This facility may also be used for the recruitment subject specific experts as external assessors for support to the evaluation of tenders, particularly complex works and supply tenders.

- *Assessment of applications under grant schemes*

The beneficiary institutions of grant-scheme programmes can be supported under PPF for the assessment of applications of these schemes, in case the human resource capacity necessitates such an action and there is no adequate specific allocation under that project budget for these activities.

3.4.2 Unallocated Institution Building Envelope in the Context of Preparations for Pre-accession Process and Accession Negotiations (UNIBE)

This component has two elements: On the one hand it is designed to respond to emerging institutional building and investment-related needs and tasks in a flexible manner with prompt short term interventions. The second element provides for larger scale projects that respond to MIPD priorities, but which do not fall within the scope of the sector approach of regular programming.

- Twinning projects with EU Member States
- TA for acquis related studies which are non-PPF type of projects (action plan drafting, strategy development, legal work, training)
- Twinning light projects for acquis related studies or institution building type of activities
- Direct Agreements with international organisations
- Activities related to supporting and strengthening the DIS institutions and operating structures appointed in the framework of IPA implementation in Turkey.

Funded projects will be based on the following principles:

MEUA, being the beneficiary of this component, is responsible for the definition of the criteria for applications, in line with agreed priorities, the timing of calls for applications, the minimum-maximum size and duration of projects, the practical working/management methods and if necessary, budgetary proportions for different tools of support.

Any project or contract for over 500 000 Euro will be submitted by the MEUA in the form of a project fiche to the European Commission for prior approval. Only once the approval is given can the contracting process start.

3.5 ASSESSMENT OF PROJECT IMPACT, CATALYTIC EFFECT AND CROSS BORDER IMPACT (WHERE APPLICABLE)

The impact of the ESEI Project is manifold. Effective delivery of the project results in:

- More effective strategic planning, programming and implementation of IPA assistance, better designed strategies, programmes and projects produce better results that are also less likely to require subsequent addenda and contractual revision;
- Faster completion of tendering procedures, properly prepared documentation can be approved more quickly and will require fewer corrigenda once launched;
- Higher quality responses from beneficiaries submitting SEI applications – tender documentation that is clear, logical and learns from experience elsewhere in the EU will ensure that submitted offers provide what the Contracting Authority requires;
- Faster contracting and disbursement of available IPA funds;
- Improved effectiveness of IPA projects;
- Facilitation of the accession process.

3.6 SUSTAINABILITY

As the SEI project provides important technical assistance to central public institutions, it is included in IPA package each year.

3.7 ASSUMPTIONS AND PRE-CONDITIONS²

It is assumed that the administrations of SEI beneficiaries are committed to implementing projects which meets the demands deriving from Turkey's EU Accession process.

Conditionalities:

1. All contracts to be financed under the envelope with an indicative budget of over 500 000 Euro shall be submitted in standard project fiche format from MEUA EUSG to the European Commission for written approval before the tenders are launched.

2. The maximum total budget (IPA + Co-financing) for projects to be financed under SEI is 3 000 000 Euro.

4 IMPLEMENTATION ISSUES

² Assumptions are external factors that have the potential to influence (or even determine) the success of a project but lie outside the control of the implementation managers. Such factors are sometimes referred to as risks or assumptions but the Commission requires that all risks shall be expressed as assumptions. Pre-conditions are requirements that must be met before the sector support can start.

This project will be implemented by means of service contracts, framework contracts, grant contracts, direct agreements, twinning-light contracts and twinning contracts.

4.1 INDICATIVE BUDGET

Co-financing of the contract which are signed under ESEI will be provided by the MEUA s the beneficiary of the project on behalf of the beneficiaries of the contracts.

PROJECT TITLE			SOURCES OF FUNDING										
			TOTAL EXPENDITURE	TOTAL PUBLIC EXPENDITURE	IPA CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION						PRIVATE CONTRIBUTION
	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
PPF			3 530 000	3 530 000	3 000 000	85	530 000	15					
UNIBE			20 170 102	20 170 102	18 400 102	91.23	1 770 000	8.76					
TOTAL IB			23 700 102	23 700 102	21 400 102	90.3	2 300 000	9.7					
TOTAL INV													
TOTAL PROJECT			23 700 102	23 700 102	21 400 102	90.3	2 300 000	9.7					

Indicative Project budget (amounts in EUR) (for decentralised management)

NOTE: DO NOT MIX IB AND INV IN THE SAME ROW. USE SEPARATE ROWS.

Amounts net of VAT

- (1) In the Activity row, use "X" to identify whether IB or INV
- (2) Expressed in % of the **Public** Expenditure (column (b))
- (3) Expressed in % of the **Total** Expenditure (column (a))

INDICATIVE IMPLEMENTATION SCHEDULE (PERIODS BROKEN DOWN BY QUARTER)

Contracts	Start of Tendering/ Call for proposals	Signature of contract	Project Completion
PPF	2 nd quarter 2014	Various dates due to nature of activities	2019
UNIBE	2 nd quarter 2014	Various dates due to nature of activities	2019

4.2 CROSS CUTTING ISSUES

4.2.1 *Equal Opportunities and non-discrimination*

Equal participation of women and men will be secured through appropriate information and publicity material, in the design of projects and access to the opportunities they offer. An appropriate men/women balance will be sought on all the managing bodies and activities of the programme and its projects.

4.2.2 *Environment and climate change*

N/A

4.2.3 *Minorities and vulnerable groups*

According to the Turkish Constitutional System, the word minority encompasses only group of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party.

The project will in no way harm the rights of any individuals (including disabled people) or entities to apply for the registration of their industrial property rights, or hinder the use of their rights for oppositions, complaints, appeals, or any other rights thereof before the public institutions of Republic of Turkey.

4.2.4 *Civil Society/Stakeholders involvement*

N/A

ANNEXES

Documents to be annexed to the Project fiche

- 1. Log frame**
- 2. Description of Institutional Framework**
- 3. Reference list of relevant laws and regulations only where relevant**
- 4. Details per EU funded contract(*) where applicable:**
- 5. Project visibility activities**

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number Enhanced Support Activities to Strengthen the European Integration Process (ESEI)		
	Contracting period expires 3 years after the signature of the FA		Disbursement period expires 1 year following the end date for execution of the contract
	Total budget : 23 700 102 EUR		IPA budget: 21 400 102 EUR
Overall objective	Objectively verifiable indicators	Sources of Verification	
<ul style="list-style-type: none"> ▫ To support Turkey's Accession Preparation Process 	<ul style="list-style-type: none"> ▫ Positive assessment of the Commission Services on Turkey's progress ▫ Positive assessment of the IET and the JMC on the contribution of EC financial assistance projects to achieving pre-accession goals. 	<ul style="list-style-type: none"> ▫ Reports prepared by the Turkish Government, European Commission ▫ JMC Meeting Results ▫ IET reports 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The purpose is twofold: To support the Turkish Authorities in the Programming Process and to fund standalone projects that build capacity in the Turkish Institutions and facilitate harmonization with the acquis.	<ul style="list-style-type: none"> ▫ Positive assessment of the JMC and the IET on the pre-accession roles and functions played by the involved institutions during project implementation. 	<ul style="list-style-type: none"> ▫ JMC and SMSC Meeting Results 	<ul style="list-style-type: none"> ▫ AP, NPAA and Regular Reports provide adequate guidance to the programming exercise ▫ National sector strategies developed and/or continually updated ▫ Turkish and EU officials continue to abide with the principles of the (E)DIS ▫ EU implementation procedures further streamlined
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
Component 1: Project Preparation Facility (PPF)			

<p>An improved absorption of programmed EU funds in the framework of IPA component-1, combined with an increased efficiency during implementation</p>	<p>At least 20 contracts signed to enable the implementation of accession related actions by Turkish institutions.</p> <ul style="list-style-type: none"> ▫ At least 6 assessment meetings organized to determine needs for SEI of institutions ▫ At least 25 workshops realized to inform on terms of reference. ▫ At least 35 applications received. ▫ All project fiches include the necessary documentation (feasibility studies, market research, draft tender dossiers) attached as annexes, when the relevant programming year project package is submitted to the EC by the NIPAC. ▫ On the date of signature of the relevant Financing Agreement, at least 80% of the tender dossiers are submitted to the CFCU by beneficiary institutions. ▫ At least 80% of EC financed projects under the relevant programme are implemented in accordance with implementation schedules foreseen in the project fiches. 	<ul style="list-style-type: none"> ▫ Monitoring report on SEIA projects ▫ IET reports ▫ Monitoring reports of line ministries ▫ MEUA, CFCU and EC files 	
<p>Component 2: Unspecified Envelope in the Context of Preparations for Pre-accession Process and Accession Negotiations (UNIBE)</p>			

<p>Strengthened capacities of the Turkish institutions in fulfilling their respective pre-accession roles and functions, as well as DIS institutions and operating structures appointed in the framework of IPA component-1.</p>	<ul style="list-style-type: none"> ▫ At least 17 twinning/TA/Direct grant contracts signed to enable the implementation of accession related actions by Turkish institutions. ▫ At least 25 applications received ▫ At least 70% of the necessary documents are prepared following deadlines agreed between TR and EU. ▫ At least 70% of the documentation needed during the preparatory studies to upgrade the current DIS institutions and new operating structures are prepared on schedule. 	<ul style="list-style-type: none"> ▫ Related documents prepared by the negotiating parties ▫ Related documents prepared by the DIS actors and new operating structures. 	
Activities	Means	Costs	Assumptions
Component 1: Project Preparation Facility			
<p>TA - including training, study-visits, management, organizational and other expert advice - to support beneficiary institutions in developing / upgrading necessary technical know-how and management skills</p> <p>Expert advice to beneficiary institutions to support the preparation of documents, such as</p> <ul style="list-style-type: none"> ▫ Feasibility studies ▫ Detailed designs of acquis related investment projects ▫ Environmental impact assessments ▫ Institution-building projects, training programmes and aid schemes ▫ Technical specifications, procurement plans and tender dossiers 	<ul style="list-style-type: none"> ▫ Service contracts ▫ FWC contracts ▫ Twinning Light 	<p>3 530 000 EUR</p>	<ul style="list-style-type: none"> ▫ Sufficient dedicated and qualified staff available at beneficiary institutions ▫ Appropriate programming procedures in place ▫ Stability of the DIS institutions ▫ AP, NPAA and Regular Reports provide strategic guidance to the programming exercise ▫ Sector strategies relating to IB developed and continually updated

Component 2: Unspecified Envelope in the Context of Preparations for Pre-accession Process and Accession Negotiations (UNIBE)			
TA - including training, management, organizational and other expert advice - to support beneficiary institutions in developing / upgrading necessary technical and legal know-how and management skills	<ul style="list-style-type: none"> ▫ Service contracts ▫ FWC contracts ▫ Twinning ▫ Twinning Light ▫ Direct Agreements/grants 	20 170 102 EUR	<ul style="list-style-type: none"> ▫ Sufficient dedicated and qualified staff available at beneficiary institutions ▫ Intermediate Negotiation Results provide adequate guidance to the bodies concerned

