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Annex 4: Action Fiche for ENPI Regional East Action Programme 2010 Part 1

1. IDENTIFICATION

Title/Number	INOGATE - Strengthening institutional capacity for sustainable energy governance in countries covered by the Eastern Partnership ; ENPI/2010/021-923		
Total cost	EUR 4 million		
Aid method / Method of implementation	Project approach – <i>direct centralised management</i>		
DAC-code	23030	Sector	Power Generation/Renewable Energies

2. RATIONALE

2.1. Sector context

Although efforts are being made in these countries to set up an enabling environment for sustainable energy, their economies are expected to remain very energy intensive (on average three times more than the EU in 2007), owing to low efficiency levels in production, transformation, transport and use of energy. Renewable energy sources account for only a marginal part of primary supply (2.6% of which hydropower: 1.8%). Thus, energy efficiency and renewable energy sources potentials remain mostly unexploited at the detriment notably of business competitiveness, household welfare and trade balances. For this reason the performance of the Eastern Partnership (EaP) and Central Asian economies in the field of Sustainable Energy will need a prolonged support from both the countries themselves and external donors.

A solid and coherent sustainable energy institutional structure backed by skilled staff is a pre-requisite for the effective and efficient design, implementation and evaluation of operational sustainable energy policies and action plans.

The large scale development of the sustainable energy requires the following conditions to be met:

1. A substantial and sustained political will to develop energy efficiency and renewable energy sources;
2. A coherent and strong integrated policy and regulatory framework supported by a robust action plan and financial resources;
3. The action plan sets the institutional structure for the policy and regulation implementation.

Current efforts from countries and donors are mainly focusing on the first two policy-driven aspects, namely awareness raising (step 1) and action plan design (step 2). Once these aspects are tackled, a substantial need should emerge with regard to the implementation issues (step 3). This is when the policy-driven approach will have

to translate in a needed demand-driven dynamic. This project will mainly, although not exclusively, address this need.

In most countries, the policy, institutional and regulatory frameworks for sustainable energy are not yet adopted or not effectively implemented. One reason for this is still the low awareness about the multiple benefits of integrated energy efficiency and renewable energy sources policies, as well as the lack of knowledge on how to design such policy frameworks. Another reason is the currently insufficient, fragmented and not fully coordinated institutional organisation of bodies in charge of energy efficiency and renewable energy sources issues in those countries.

Only Armenia, Belarus and recently Ukraine have developed more consistent energy efficiency and renewable energy policies backed by an operational set of institutions, notably implementing energy agencies and Research and Development (R&D) bodies. Also, most energy efficiency/renewable energy sources institutions have secured the support of international donors, notably through specific programmes (e.g. Global Environment Facility - GEF).

Addressing these implementation issues in the EaP and Central Asian countries is fully consistent with the ENPI-Eastern Regional Indicative Programme for 2010–2013 which lists sustainable energy amongst its priorities (see Priority 3, sub-priority 3.2: "Energy including the EaP Flagship Initiative – Regional Energy Market, Energy Efficiency and Renewable Energy") with the objectives to 'Improve Energy Efficiency and expand use of Renewable energy Resources'.

Regional Energy cooperation with the countries neighbouring the EU in the East is led by the political dialogue that was launched by the Ministerial Conference in Baku in November 2004 between the EU and the countries of the littoral states of the Black & Caspian Seas and their neighbouring countries, called the 'Baku initiative'. Furthermore on 30 November 2006 the countries adopted the Astana Energy Ministerial Declaration which included a roadmap for the following four priorities: convergence of energy markets, enhancement of energy security, supporting sustainable energy development and investment attracting to energy projects of common interest. The achievement of these priorities is underpinned by the INOGATE¹ programme for regional energy cooperation, under which institutional framework (Country Coordinators and Working Groups) a number of projects are implemented in order to carry out the supporting activities.

The third cooperation area of the Energy Roadmap is defined as "supporting sustainable energy development, including the development of energy efficiency, renewable energy sources and demand side management". More specifically, the Partner Countries agreed to work on "building up a stable, sustainable energy policy framework in all beneficiary countries as well as enhancing institutional capacity".

Furthermore, Energy Efficiency and Renewable energy were also identified as priority areas within the framework of the Eastern Partnership which was officially launched in May 2009 under the Czech Presidency. It includes Energy Security as one of its main priorities through the establishment of an Energy Security Platform

¹ INOGATE stands for INterstate Oil and GAs Transportation to Europe

and the identification of a Flagship Initiative on energy market convergence, energy efficiency and renewable energy.

The starting point of this project is the existing sustainable energy policies, legislation, objectives and strategies in the INOGATE countries. The project will assist the countries to further refine the policy and legislative framework where necessary, but foremost to strengthen the institutional framework necessary to implement these policies and legislation.

2.2. Lessons learnt

Experiences in the effective and durable enforcement of sustainable energy policies and action plans in this region, notably Armenia and Ukraine and other economies in transition such as Croatia have shown the cumulative importance of the institutional set-up based on the energy ministry (policy design) and the national energy efficiency/renewable energy sources agency (enforcement) as well as of a critical mass of trained staff, and close inter-institutional coordination. Also the capacity of institutions, in particular the energy efficiency/renewable energy sources agency to identify, design and carry out programmes and projects is key to secure technical and financial support of donors.

All Partner Countries under the ‘Baku Initiative’, according to the INOGATE Progress Report 2008 towards achieving the objectives of the Energy Road Map, have a great interest in developing a sustainable energy policy and they are taking measures (on both legislative and institutional basis) to foster this development. The ongoing INOGATE project "SEMISE"², has noted that the main needs of the partner countries in developing their sustainable energy policies include the development/updating of energy efficiency/renewable energy sources strategies, the review of primary and the development of secondary legislation on energy efficiency/renewable energy sources, the introduction of economic and financial incentives and tools, the capacity building, particularly on strategy implementation, the establishment of dedicated agencies and the development of the existing ones, the introduction and enforcement of standards and building codes and awareness raising.

2.3. Complementary actions

As mentioned, the proposed project will be embedded in the framework of the INOGATE Programme. The project will liaise closely with members of Working Group 3 (Sustainable Energy Development) established under the Baku Initiative.

The on-going INOGATE project SEMISE (EUR 5.67 million, running from January 2009-December 2012) includes in its sustainable energy part tasks on “Institutional Development and Capacity Building” and “Co-operation, Co-ordination and Awareness Raising Activities”. In addition, its Component “Investment Facilitation” covers energy efficiency and renewable energy sources.. Also, the INOGATE project ESIB³ (EUR 5 million), launched in January 2010 with a duration of 4 years, focuses on energy efficiency in the building sector.

² Support to Energy Market Integration and Sustainable Energy in the NIS"

³ Energy Saving Initiative in the Building Sector in the NIS

The ongoing EU-funded project SKPI⁴ in the EaP countries and Central Asia (EUR 4.8 million, September 2008- September 2011) aims to assist the Partner Countries in combating climate change, by extending the use of the mechanisms attached to the Kyoto Protocol and by supporting the formulation of appropriate mitigation and adaptation strategies at country level including economic instruments to improve energy.

Clearly, the advancement and results of the activities of these projects will have to be taken into account for the future regional project, notably in term of follow-up and synergy.

In addition, a specific attention should be paid to the 2 on-going EU-funded assistance programmes in the energy field with Azerbaijan and Ukraine. As far as Ukraine is concerned, the ENPI Ukraine Annual Action Plans 2007 and 2008 foresee a set of budget support schemes and technical assistances. In particular, the AAP 2008 "Support to the implementation of Ukraine's strategy in the area of energy efficiency and renewable sources of energy" will focus on Policy Framework (review of the national energy strategy); Legislative Framework (mainly dealing with drafting new laws on energy efficiency, metering, equipment, etc); Public Finance Management; energy efficiency Measures (methodology for data collection, public awareness, access to financing, etc); and Policy Outcomes (reduction of energy intensity; reduction of losses in transportation).

As far as Azerbaijan is concerned the 2007 Action Programme in Azerbaijan has targeted the energy sector with a Sector Budget Support aiming at implementing Azerbaijan's key priorities in the energy sector, as listed in the Memorandum of Understanding on Energy , with a view in particular to (i) increasing energy security by diversifying energy sources and (ii) paving the way for energy sustainability. The Financing Agreement for an amount of 14 million has been signed on 30/12/2008 and part of the activities started in 2009. In parallel a twinning project of 1.1 million has started end December 2008 aiming at supporting the implementation of the memorandum of understanding on strategic partnership between the EU and Azerbaijan.

Bilateral and international projects of other donors on sustainable energy in the EaP countries and Central Asia are numerous and diverse, and include in some cases components for capacity building for institutions. The main on-going projects include the following:

EBRD (including Sustainable Energy Initiative-SEI and member country co-financing)including Georgian Energy Efficiency Project (GEEP); Armenian Energy Efficiency Programme (ArmEEP); second loan to Ukraine's UkrEsco (the state-owned energyservice company), Ukrainian Energy Efficiency Facility (UEEF) to be complemented by the Ukrainian Energy Efficiency Programme (to focus on energy efficiency/renewable energy sources projects in Small and Medium Enterprises); Republic of Moldova Energy Efficiency Facility.

⁴ Support to Kyoto Protocol Implementation

GTZ (Germany): Ukraine: Energy-efficiency in Urban Districts (2008-2011), Credit Programme for Energy Efficiency (2008-2013), Sustainable Urban Mobility (2009-2011) and Energy Efficient Building (2008-2013);

Greece: creation of the national energy efficiency/renewable energy sources Agency (SYNERGY programme) in Republic of Moldova;

Norway: establishment and development of the Energy Audit Centre in Republic of Moldova;

UNDP: Regional enforcement of standards and labels energy efficiency codes (in all CIS countries, except in Ukraine and Azerbaijan; Ukraine: Municipal District Heating Energy, Efficiency in Educational Sector and Wind Power Development; Azerbaijan: small hydropower development (2007-2010); Belarus: Increasing of Energy Efficiency (2006-2009); Armenia: Energy Efficiency in Urban Heating and Hot Water Supply (2004-2009).

USAID: regional capacity building projects in the Energy Community region on strategic energy planning for energy efficiency and renewable, on energy efficiency in buildings (planning, regulatory, project preparation, public awareness, and business development/financing) and on renewable energy development to Georgia, Republic of Moldova and Ukraine (observers and candidates to the Energy Community); Ukraine: Municipal Heating Reform (including Joint Task Force with Government); Armenia: energy efficiency project and renewable energy strategy project, including joint activities with Georgia on the role for hydropower, wind and solar. Georgia: hydropower development and energy management projects;

World Bank: “Renewable Energy Project” (2006-2011) in Armenia with components on investment framework and financing;

The International Energy Agency (IEA) and the Energy Charter Secretariat (ECS) carry out national and regional energy policy assessments and reviews, including on sustainable energy, in the EaP countries and Central Asia. Thus, it would be valuable to engage in a dialogue with these bodies about their future reviews, that could provide timely assessment on sustainable energy situations, progress and policy options in key countries of the Eastern Partnership and Central Asia.

Collaboration with international institutions working on capacity building for sustainable energy will be pursued. Synergies will be sought where appropriate to avoid unnecessary duplication of efforts. By its overall and regional approach of sustainable energy, the proposed project would contribute to enhance cooperation within the region.

2.4. Donor coordination

Special attention will be paid to coordination with donors before and in the course of project implementation. This will be supported by the INOGATE Technical Secretariat and by other INOGATE projects, including SEMISE and ESIB.

Continuous contacts will be maintained by European Commission HQ with each of the concerned EU Delegations in order to ensure consistency of actions and regular exchange of information.

Synergies with other donors' and IFIs' projects will be sought where appropriate to avoid unnecessary duplication of efforts (e.g. EBRD, GTZ, UNDP, USAID).

Where appropriate, the project will seek to promote joint initiatives that would have the potential to contribute to the project's objectives, and also notably in terms of visibility. A particular attention should be paid at all stages of the project to a close relation with the EBRD's Energy Efficiency and Climate Change activities and the International Energy Agency (IEA) and the Energy Charter Secretariat's (ECS) national and regional energy policy assessments, which could inform as well as benefit from the present project.

Generally, the present project integrates some of the main principles of the Paris Declaration on aid effectiveness, and of the European Commission's Backbone Strategy as it builds on existing structures and encourages ownership by a participative approach during the planning and implementation phase of the project. The program is aimed at supporting internal country processes to promote capacity development, and it will be provided on the basis of demand and requirements of the Partner Countries.

3. DESCRIPTION

3.1. Objectives

The overall objective of the proposed project is to support the INOGATE Partner Countries reduce their dependency on fossil fuels and imports, to improve security of their energy supply, and to allow them to contribute more actively to climate change mitigation.

The specific objective of the project will be to:

- (1) assist the countries in strengthening energy institutional governance in relation to sustainable energy, in particular the use of renewable resources and energy efficiency measures;
- (2) strengthen the regional policy dialogue on sustainable energy governance issues;
- (3) Improve business climate for energy efficiency and renewable energy investments.

3.2. Expected results and main activities

The selected strategy to address the identified problems is to provide assistance to the Partner Countries through a regional project, embedded in a well established dedicated regional sectoral programme, i.e. the INOGATE Programme.

Expected results of this project will include:

- (1) Improved capacity of relevant stakeholders (e.g. energy & environment ministries, agencies, R&D community, energy service companies) in the implementation and evaluation of effective sustainable energy policies and action plans;

(2) Strengthened/creation of local/national/regional networks to enhance the exchange of experiences and best practices on policies and regulatory frameworks (especially between ministries and agencies);

(3) Improvements in intra- and inter-regional knowledge transfer (i.e. among the Partner Countries and between these and the EU), as well as capacity building in the field of renewable energy technologies;

(4) Upgraded Regional policy dialogue on institutional framework for sustainable energy governance

In order to achieve these results, the project shall, in particular:

(1) work in close liaison with the Ministries of Energy, Finance, Construction or Housing and Social Affairs to assist with development of regulations and legislation favourable to creating the conditions for investment in energy efficiency and renewable energy sources, including on pricing policies and targeted subsidies;

(2) Design and implement an awareness raising component on the need for and benefits of increased energy efficiency & renewable energy use

(3) Prepare and carry out a capacity building programme to reinforce the capacities of the national bodies for sustainable energy in terms of policy, institutional, legislative, regulatory, fiscal and pricing frameworks that improve energy efficiency and the deployment of renewable energy systems. This programme is to focus on implementation aspects and shall provide/transfer experiences, best practices and methodologies.

(4) The project should develop and implement a clean technology transfer and capacity building plan to facilitate know-how transfer on clean energy efficiency/renewable energy sources technologies to relevant stakeholders. It should also contribute to the development of a regional technology platform and network for information and dissemination of relevant energy efficiency/renewable energy sources know-how and technologies & processes with the possible involvement of the research community and industry. The project would assist the platform in the development of tailored capacity building programme based on the partner's needs. Furthermore it will promote and inform about relevant EU R&D programmes, particularly the Strategic Energy Technologies (SET) Plan, EU Environmental Technologies Action Plan (ETAP) and the Seventh Research Framework Programme (FP7). The involvement of the Science and Technology Centre of the Ukraine (STCU) based in Kiev and the International Science and Technology Centre (ISTC) in Moscow will be explored having in mind however that the geographical coverage is not exactly similar to this project.

3.3. Risks and assumptions

The key assumptions are that:

- The Partner governments continue and enhance policies to promote the effective development of sustainable energy;

- The Partner Countries have the political willingness to prioritise sustainable energy and its institutional framework in order to facilitate their effective participation in the project and therefore benefit from its know-how transfer;
- The SE component in cooperation between the EU and countries in the EaP and Central Asia will be continued in particular within the framework of the Baku Initiative and the Eastern Partnership in advance of the project's commencement and during its implementation;
- No major political or policy changes would contradict the objectives and implementation of the project and sustainable energy will continue to gain consensus as a key policy priority in the region.
- Fossil fuels markets remain volatile and on a global increasing trend

The identified potential risks related to the implementation of the present project are the following:

- Reluctance on the part of governmental and other powerful energy sector players (e.g. monopolies) in the Partner Countries to enter into a process of institutional and policy reform to strengthen the energy efficiency and renewable energy sources sector. This risk is high and may be mitigated by ensuring SE is accorded a higher profile and priority in regional and bilateral cooperation between the EU and the EaP and Central Asian countries in synergy with national energy strategies. Furthermore, the risk can be mitigated by continuing to put sustainable energy high on the agenda in the political dialogues with these countries
- Governance structure: weakness of energy efficiency/renewable energy sources bodies in the administration structure, lack of adequately skilled experts, insufficient financial resources, lack of intra and inter-organisation coordination and communication. The high-level risk of the project facing an absence of an effective counterpart (in general or for some components). This risk may be mitigated by continuing to put sustainable energy high on the agenda in the political dialogues with these countries. Furthermore, it could be envisaged to focus more on other organisations, such as energy centres, technical universities or national academies of sciences under the condition that the beneficiary administration assigns them for the project.
- Temporary drop or low level of effective fossil fuel prices (international market, lack of metering and insufficient payment, tax breaks) might act as disincentive to energy efficiency/renewable energy sources development. This medium-level risk may be mitigated by outlining the multiple long-term economic and social benefits of sustainable energy, and promote medium-term action plans.
- Lack of political stability and possible tensions between the countries of the region. This medium-level risk may be mitigated by outlining project activities as technical and not politically motivated.

Sustainability of the action:

This project fully integrates sustainability goals in its design: it aims to support consolidation of a process which already enjoys credibility and support by embedding national policies and priorities into a coherent regional undertaking (the Baku Initiative), addressing more fully existing institutional deficiencies, and putting partner countries in a good position to reap the economic potential of increasing energy efficiency and the use of renewable energy, while making the best of their energy resources and mitigating environmental impact.

The proposed cooperative approach of the project (see 4.1) should enhance the project's ownership of joint achievements and results. Also, the presentation of adapted and cost effective approaches, notably for institutional development and policy enforcement would contribute to the economic viability of the institutional frameworks.

3.4. Crosscutting Issues

Gradually reduced energy intensities and greater use of renewable energy sources would contribute to enhance environmental sustainability, in particular regarding emission of pollutants and green house gases. Reinforcing the institutional and administrative capacity of beneficiary countries is a key requirement for developing a more sustainable energy policy. More sustainable national energy policies would also contribute to promote public governance. Furthermore the Partner Countries will be able to handle in a more efficient way issues relevant to the mitigation of the environmental impacts.

The social dimension of any energy policy, including energy efficiency is also important. Any policy towards increasing energy tariffs in order to better reflect market prices, would necessarily have to go together with a system assisting the poor (i.e. changing from a system of subsidising the energy towards a system of subsidising the poor). Similarly an increase in energy efficiency (or decrease in energy intensity) should not happen by simply turning off energy supply to everyone who is unproductive (the retired, old, sick, schools, etc).

3.5. Stakeholders

This project should help strengthen those bodies in the ENP-East countries that are involved in implementing sustainable energy policies. The main actors in each Partner Country following the analysis undertaken in June-August 2009 are:

- Belarus: The Energy Efficiency Department at the State Committee for Standardisation is responsible for the design, enforcement and monitoring of thorough annual energy efficiency and savings action programmes (with focus on industry). BellinvestEsco, a subsidiary of the power utility, is involved in the development and financing of biomass-fired Combined Heat&Power plants. Universities have a role on energy technology.
- Republic of Moldova: The Ministry of Economy and Commerce plans to establish an energy agency from 2010 that would substitute the Alliance for Energy Efficiency and Renewables (with NGO status). The Energy Audit Centre has been active for several years. The country has five energy service companies whose role could be strengthened. The Technology Transfer Agency, Power Institute and universities cover R&D and dissemination for energy technology.
- Ukraine: The Ministry of Fuel and Energy proposes policy orientations, with a recent priority on energy efficiency/renewable energy sources. It relies on the National Agency for Efficient Use of Energy Resources for the implementation of various sectoral programmes. Various bodies such as the Energy Institute, the Biomass Centre and the International Science and Technology Centre, which is active at country and regional levels, play an important role for R&D in the energy field.

- Armenia: The institutional structure is led by the Ministry of Energy (including a Renewable Energy Division) and supported by the Scientific Research Institute of Energy and the Energy Strategy Centre. The Renewable Resources and Energy Efficiency Fund- ARREEF (NGO status) performs the role of an agency on behalf of the ministry. It is envisaged to transform ARREEF in a public national energy agency.
- Azerbaijan: The Ministry of Industry and Energy and the Ministry of Ecology and Natural Resources share responsibilities on energy efficiency/renewable energy sources. A presidential decree has been issued to re-establish the energy efficiency agency which was set up with the assistance of TACIS. Several public bodies are listed for R&D on energy.
- Georgia: The Ministry of Energy, which covers energy policy and regulation, adopted a renewable energy action plan focused on hydropower. The TACIS-established Energy Efficiency Centre (now operating under NGO status) has developed a broad scope of activities on energy efficiency/renewable energy sources, including on communication. Technical universities, the National Academy of Sciences and the Energy Institute have also various activities on this field, notably on technologies. The Ministry of Environment Protection and Natural Resources focuses on climate change and Clean Development Mechanism –CDM- projects.

In each Partner Country, a Ministry for the environment, a committee for standards and metrology and state inspectorate are established and generally cover energy-related issues. Furthermore, other ministries (such as those in charge of finance and possibly social affairs) and energy regulatory bodies in the countries will be targeted considering their responsibilities in tariff setting, subsidisation and the development of policies to combat energy poverty.

4. IMPLEMENTATION ISSUES

4.1. Method of implementation

The project will be implemented through Direct Centralised Management and preferably through one single service contract.

European Commission headquarters will manage the contract(s) in close liaison with the EU Delegations in the relevant Partner Countries. The INOGATE Technical Secretariat and the established network of INOGATE Country Coordinators and Working Group members will help ensure adequate circulation of information and coordination between the stakeholders concerned. The activities of the project will be reviewed by the relevant INOGATE Working Group (in this case, in particular WG 3) to ensure the partner countries' oversight of project implementation and regional collaboration.

At the national level, the Country Coordinators and the country WG3 representatives will have the responsibility, with the support of the contractor, to ensure an effective participation and contribution to the project as well as an effective dissemination of information on its progress and results. On a case by case basis, national or sub-

regional working groups on specific topics with the main stakeholders may be established to facilitate the preparation and implementation of activities.

4.2. Procurement award procedures

All contracts implementing the action must be awarded and implemented in accordance with the procedures and standard documents laid down and published by the Commission for the implementation of external operations, in force at the time of the launch of the procedure in question.

Participation in the award of contracts for the present action shall be open to all natural and legal persons covered by the ENPI-East. Further extensions of this participation to other natural or legal persons by the concerned authorising officer shall be subject to the conditions provided for in Article 21(7) of the ENPI Regulation.

4.3. Budget and calendar

This regional project will be entirely EU-financed. The total budget is €4 million. This will cover technical assistance, capacity building and information dissemination services.

The foreseen operational duration is 48 months, starting in 2011.

4.4. Performance monitoring

No applicable standard indicators for this Development Aid Committee (OECD-DAC) sector and particular field of activity exist yet. Key indicators for measuring project progress as included in the logical framework refer to: 1) the number of proposals produced and/or new laws, regulations and procedures adopted in the field of renewable energy and energy efficiency; 2) an increased number of skilled staff for the implementation of renewable energy and energy efficiency policies and laws; 3) increased knowledge on renewable energy technologies in the countries etc. The elaboration of the objectively verifiable indicators (qualitative and quantitative) will have to be part of the section on organisation and methodology included in the technical proposals.

Internal monitoring will be assured by regional INOGATE Working Group (and possibly Country Coordinators). External monitoring will be undertaken by the framework contract for Results Oriented Monitoring (ROM).

4.5. Evaluation and audit

Expenditure incurred will have to be certified, as part of the obligations of the contracted parties in the framework of the implementation of this project. Mid term and final evaluations of the results achieved will be entrusted to independent consultants, as well as external audits (which will be carried out if necessary). These evaluations and audits will be funded from other sources than the project budget, since no commitment will be possible once the validity of this Decision has expired ("N+1" rule will apply).

4.6. Communication and visibility

The EU visibility guidelines must be followed by all projects. The project will contribute and take advantage of the actions initiated in 2007 by the INOGATE Technical Secretariat to improve information dissemination on the activities carried out under this regional programme and more generally, on energy-related issues in the region. This includes the dedicated English/Russian web portal, newsletter and contacts database. A re-vamping of the web portal is currently in progress. This will contribute to raising the visibility of EU-funded operations.

The project will work out a communication strategy and develop specific activities in order to inform Partner Countries and potential stakeholders of the opportunities that it offers, to raise awareness of the need for and benefits of increased energy efficiency & renewable energy use, and to generate active support from stakeholders. Throughout, the communication and visibility actions of the project will be guided by the European Commission's dedicated manual and guidelines.

Implementation of the communication strategy in the partner countries will be also carried out in collaboration with the EU Delegation, when appropriate.

For the communication through the HQ channels, constant communication should be kept with EuropeAid A3 Unit and with the ENPI Info centre web portal (www.enpi-info.eu)