



Secretariat of the Facility for Refugees in Turkey
European Commission

Call for expression of interest

For entities to be entrusted with part of implementation of the second
tranche of the Facility for Refugees in Turkey

In the field of municipal infrastructure

Guidelines

Deadline for submission of expression of interest:

15 March 2019

Notice

This call for expression of interest is launched in view of potentially entering into formal negotiation leading to the signature of a Contribution Agreement under future Special Measures of the Facility for Refugees in Turkey ('the Facility') to be implemented in indirect management.

Legal bases and considerations

The financial rules applicable to the Union budget, specifically Articles 62 §1(c) and Articles 154 to 159 (complemented by Articles 125 to 149 as appropriate) of Financial Regulation (FR) No 2018/1046, allow the possibility for the Union's financial assistance to be implemented indirectly by entrusting budget implementing tasks to, amongst others, international organisations and their agencies.

This call for expression of interest aims at identifying entities, which could be invited to implement some activities of the second tranche of the Facility related to the field of municipal infrastructure under the above-mentioned applicable provisions.

Responsibilities of the entrusted entity

The Entrusted entity ('entity') would be responsible for carrying out the tasks relating to the implementation of the Action described in the application form (Annex A), which specifies indicators of achievement. The entity shall be responsible and accountable for the overall administration of all the activities required to implement the Action, among others, preparation, implementation and conclusion of grant and procurement contracts, and management of corresponding expenditures. The entity will participate in coordination meetings and other jointly defined activities with the Commission.

In performing the tasks entrusted to it, the entity may not carry out tasks involving discretion or implying political choices. The entity may directly provide technical assistance with its own staff, which should be indicated. The financing of the actions would be done by the European Union in accordance with its rules and procedures. A flat rate of **maximum 4%** remuneration cost is applicable.

Selection process

Entities are hereby invited to submit proposals in line with these Guidelines. The organisations that would respond to this call for expression of interest will be assessed along a transparent set of criteria mentioned in section 2.3. The indicative date to finalise the assessment is foreseen by the end of April 2019.

The selected entities will be invited to start negotiations, potentially leading to Contribution Agreement, subject to availability of funds. The signature of the Contribution Agreement would be expected in the course of second half of 2019 following the finalisation of the negotiation process.

Eligibility of the potential entities for a Contribution Agreement is conditioned to the new Pillar Assessment, which is requested by the EU under the new EU Financial regulation. According to Article 279§3 FR the existing pillar assessments continue to apply until they are revised as appropriate.

Note that the selection of entities under indirect management does not constitute a competitive procedure. The present call for expression of interest with all potentially eligible entities ensures a transparent selection process on objective criteria.

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1. SECOND TRANCHE OF THE FACILITY FOR REFUGEES IN TURKEY: MUNICIPAL INFRASTRUCTURE

1.1. BACKGROUND

The Facility for Refugees in Turkey (the 'Facility') aims to support the implementation of the EU-Turkey Joint Action Plan agreed on 29 November 2015 and the EU-Turkey Statement of 18 March 2016¹. Following the latter Statement, a first phase of the Facility for an amount of EUR 3 billion was launched in 2016 and was successfully contracted by end 2017 through 72 projects within the humanitarian and development strands of the Facility².

The EU-Turkey Statement provided that: *'Once these resources are about to be used to the full, and provided the above commitments are met, the EU will mobilise additional funding for the Facility of an additional 3 billion euro up to the end of 2018.'* Accordingly, in July 2018 a Decision was adopted by the Commission³ to mobilise an additional EUR 3 billion envelope to continue supporting the humanitarian and development needs of refugees and host communities in Turkey.

Considering the protracted nature of the refugee situation, interventions under the second tranche will see a progressive shift from humanitarian to development assistance, with a focus on providing sustainable socio-economic support and livelihood opportunities within Turkey and focus on inclusion and self-reliance. The priority areas of the second tranche will be humanitarian assistance, education, health, socio-economic support and municipal infrastructure.

The Steering Committee of the Facility, at its November 2018 meeting, on the basis of the updated Needs Assessment⁴ and extensive discussions with the Turkish authorities, endorsed the orientations for the programming of the second tranche of the Facility, including greater support to municipal infrastructure. The current call for expression of interest is part of the implementation of the second tranche of the Facility in the priority area of "municipal infrastructure".

The substantial population increase following the refugee crisis has put significant pressure on municipal infrastructure, especially in the host communities located along the Syrian border. Sanitation, the provision of drinking water, wastewater and solid waste management are particularly affected. Hence, interventions in this area are considered relevant.

1.2. OBJECTIVES OF THE PROGRAMME AND PRIORITY ISSUES

The **global objective** of this call for expression of interest is to identify proposals in the area of municipal infrastructure, to be financed under the second tranche of the Facility and to be implemented in Turkey by pillar-assessed entities with proven expertise and experience in this priority area, in close collaboration with Turkish institutions and relevant stakeholders.

The **specific objective** of this call for expression of interest is to identify sustainable actions in the construction and rehabilitation of municipal infrastructure.

The **priorities** under this call for expression of interest are the following:

- (1) Water supply systems;
- (2) Wastewater systems;

¹ The EU Turkey-Statement can be found at: <http://www.consilium.europa.eu/en/press/press-releases/2016/03/18/eu-turkey-statement/>.

² More information on the projects contracted under the Facility can be found at: https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/facility_table.pdf.

³ Commission Decision C(2018) 4959 of 24 July 2018 on the Facility for Refugees in Turkey amending Commission Decision C(2015)9500 as regards the contribution to the Facility for Refugees in Turkey https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/c_2018_4959_facility_commission_decision.pdf.

⁴ https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/updated_needs_assessment.pdf

- (3) Solid waste facilities;
- (4) Recreational infrastructure.

1.3. FINANCIAL ALLOCATION

Allocation per strand

The overall indicative budget available under this call for expression of interest is **EUR 380 million**, to be divided into the following strands:

1. Construction and rehabilitation of water supply systems
2. Construction and rehabilitation of waste water systems
3. Construction and rehabilitation of solid waste facilities
4. Recreational infrastructure
5. Soft measures to improve water and waste management efficiency

For Actions focussing on **strand 1, 2 and 3**, the minimum budget of a single proposed Action must be EUR 50 million.

For Actions focussing on **strand 4**, the maximum budget of a single proposed Action must be EUR 25 million.

Activities proposed within **strand 5** must be combined with proposed interventions under the first three strands. The maximum amount of activities within Strand 5 cannot exceed EUR 10 million.

The ratio of proposals to be selected for each strand will take into consideration the findings identified in the Updated Needs Assessment⁵. The Secretariat of the Facility for Refugees in Turkey reserves the right not to award all available funds and/or to reallocate funds among the different strands depending on the quality and number of proposals received.

EU financing rate

Generally, 100% financing by the EU is foreseen to the Action.

In addition, **blending** is an option under this call, as further specified in section '*eligible actions*'.

2. RULES FOR THIS CALL FOR EXPRESSION OF INTEREST

2.1. ELIGIBILITY CRITERIA

There are three sets of eligibility criteria, relating to:

- (1) the actors:
 - pillar assessed entities⁶;

⁵ For more information, see Updated Needs Assessment, page 137.

⁶ Financial Regulation (FR) No 2018/1046 includes provisions concerning indirect management, which entered into force on 2 August 2018. In accordance with these provisions, the Commission can entrust budget implementation tasks to entities that demonstrate a level of financial management and protection of the EU's financial interest equivalent to that of the Commission. This is verified by carrying out an ex-ante assessment, a Pillar Assessment (PA) of the entity. The FR also ensures that existing pillar assessments continue to apply until they are revised (Art. 279.3).

(2) the actions:

- actions for which a negotiation of a contract can be carried out (2.1.2.);

(3) the costs:

- types of cost that may be taken into account in setting the amount of the action (2.1.3.).

2.1.1. Eligibility of entities submitting a project proposal

In order to be eligible, the entity submitting a proposal must:

- be pillar-assessed; and
- have proven experience in managing projects in Turkey and/or the region in the fields relevant to the priority areas of the call during the last 5 years (section 1.3 of the Application Form – Annex A).

Entities participating in the call must comply with article 61 of the 2018 Financial Regulation.

The entity may act individually or with other entities fulfilling the same eligibility criteria specified in section 2.1.1.. Entities included in the lists of EU restrictive measures (see Section 2.4. of the PRAG) will not be considered⁷.

2.1.2. Eligible actions: actions for which a project proposal may be submitted

Definition

An action is composed of a set of activities.

Duration

The initial planned duration of an action may not exceed 48 months.

Priorities

Relevant Turkish authorities should be directly associated in both the preparation of the proposals and the implementation of the proposed actions. Civil society and non-governmental organisations should also be consulted.

The maturity and sustainability of the proposals are key. The selection will be based on a thorough assessment of their readiness for contracting and implementation by the future implementing partners. Once the infrastructure is in place, the running-costs and other responsibilities and associated costs would be covered by the relevant national or local authorities. Arrangements should be clearly established in anticipation.

Proposals should be aligned with EU environment and climate policies and standards⁸. The Secretariat of the Facility for Refugees in Turkey strongly encourages application on green infrastructure, i.e. applicants should incorporate criteria on environment and climate change mitigation⁹ and adaptation¹⁰ (e.g. circular

⁷ The updated lists of sanctions are available at www.sanctionsmap.eu.

Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

⁸ DG DEVCO's guidance on environment and climate change are available here: <https://europa.eu/capacity4dev/public-environment-climate/minisite/tools-and-methods/new-guidelines-integrating-environment-and-climate-change-eu-internationala>

⁹ Mitigation means limiting or controlling emissions of greenhouse gases.

¹⁰ Adaptation means anticipating the adverse effects of climate change (i.e. floods, droughts etc.) and taking appropriate action to prevent or minimise the damage they can cause, or taking advantage of opportunities that may arise.

economy, robust technologies, solar or wind energy, revegetation, waste stabilization pond, sustainability and human acceptance, etc.) in all proposals, including on recreational infrastructure.

Efficiency of existing and future systems should be considered. Actions on infrastructure may focus on upgrading an existing system. Proposals, which require construction, should plan mitigation measures related to possible archaeological site, expropriation and displacement. Improved control and monitoring systems should be put in place as well as soft ‘zero waste’ measures such as prevention and awareness raising on waste management, reduction, re-use and recycling.

Particular attention should be paid to potential pollution (air, groundwater, surface water, etc.), which present possible environmental and health risks, as well as deforestation, biodiversity loss, and soil erosion. Neighbouring countries should not be affected by actions on trans-border water.

Proposals on recreational infrastructure should aim to improve social cohesion, focusing on the support to the social integration of refugees and mitigation of social tensions.

Blending

Applicants are encouraged to consider combining EU grants with loans in order to enhance the quality and quantity of investment projects in line with the above priorities. Blending includes using loans, where appropriate, to increase the overall volume of investments that can be supported by the Facility. It also includes using grants to enhance the quality or scope of projects foreseen for loan financing, using a grant to go beyond what the project would otherwise achieve, for example to reach specific additional target geographies/populations. Specifically, Facility funds for blending could be used for technical assistance grants and investment grants¹¹, due to the simplicity and transparent impact of these types of blending on the cost and quality of projects.

Proposals that include blending shall provide a clear explanation of the added value of combining grants and loans – i.e. the “additionality” of the grant as well as the economic rationale to justify the loan component. Projects financed through blending are generally expected to produce revenue and achieve a positive return at the level of the economy, while not being financially viable without public support.¹² Working with relevant Turkish authorities, applicants shall provide a diligent analysis determining which projects are suitable for blending and explaining appropriate grant and loan amounts. A preliminary version of that analysis should be submitted with the proposal, while details can be finalised during further preparation of actions.

Location

Actions must take place in the Turkish provinces most affected by the refugee crisis and should mainly focus on the South-East of Turkey. The environmental sensitivity of geographical areas likely to be affected by interventions must be considered.

Types of action

The list of types of action is not exhaustive.

1. Construction and rehabilitation of water supply systems

Water collection system, reservoirs, pumping stations, filtration stations, chlorination stations, distribution pipelines

2. Construction and rehabilitation of waste water systems

Wastewater treatment and sewerage system

3. Construction and rehabilitation of solid waste facilities

Landfills, treatment facilities, waste collection stations

¹¹ See also Chapter 3 of the “Guidelines on EU Blending Operations” (<https://europa.eu/capacity4dev/t-and-m-series/document/guidelines-eu-blending-operations>) for reference, though not directly applicable under the Facility.

¹² See also Chapter 2 of the aforementioned ‘Guidelines on EU Blending Operations’.

4. Recreational infrastructure

Public parks, sport and cultural facilities

5. Soft ‘zero waste’ measures to improve efficiency of the first three strands¹³

Improved control and monitoring systems, prevention and awareness raising on waste management, reduction, re-use and recycling

Visibility

The entities submitting a proposal will have to include a Communication and Visibility Plan as part of their proposal (Annex D).

The entities must take all necessary steps to publicise the fact that the European Union has financed or co-financed the action and guarantee the visibility of the EU financing (see also the Communication and Visibility Manual for EU external actions specified and published by the European Commission at http://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en).

Additionally, the complementary Facility Visibility Guidelines should be considered: http://www.avrupa.info.tr/sites/default/files/2017-05/VisibilityGuidelines_March2017_FRIT_EN_20170529_Final.docx

Any visibility and communication activities will have to be consulted in advance with the EU Delegation to Turkey (EUD), once implementation of the action starts.

2.1.3. Eligibility of costs

In addition to any provisions included within the specific Agreements between the EU and the entities submitting a proposal, the following conditions in relation to eligible and ineligible costs are here underlined and supplemented as follows:

Remuneration costs

The remuneration shall be declared on the basis of a flat rate, which shall **not exceed 4%** of the eligible costs.

Ineligible costs

The following costs are ineligible for EU financing:

- a) bonuses, provisions, reserves or non-remuneration related costs. Employers' contributions to pension or other insurance funds run by the Organisation may only be eligible to the extent they do not exceed the actual payments made by these schemes and that the amount provisioned does not exceed the contribution that could have been made to an external fund;
- b) full-purchase cost of equipment and assets unless the asset or equipment is specifically purchased for the Action and ownership is transferred in accordance with the provision of the Agreement;
- c) duties, taxes and charges, including VAT, that are recoverable/deductible by the entity;
- d) return of capital;
- e) debts and debt service charges;
- f) provision for losses, debts or potential future liabilities;
- g) banking charges for the transfers from and to the Contracting Authority;

¹³ Actions under point 5 shall be integrated as part of a wider action covering any of the additional eligible actions listed above under points 1-3.

- h) costs incurred during the suspension of the implementation of the Agreement except the minimum costs agreed on;
- i) costs declared by the Organisation under another agreement financed by the European Union budget;
- j) contributions in kind¹⁴; and
- k) costs of purchase of land or buildings.

2.2. HOW TO SUBMIT THE PROJECT PROPOSAL AND THE PROCEDURES TO FOLLOW

2.2.1. Project proposals

Proposals must be submitted in accordance with the instructions on the applications in the form annexed to these Guidelines (Annex A).

Proposals must be written in English.

Clarifications will only be requested when the information provided is unclear and thus prevents from conducting an objective assessment.

Hand-written proposals will not be accepted.

Please note that only the form and the annexes that have to be filled in (budget, logical framework, visibility and communication plan) will be assessed. It is therefore of utmost importance that these documents contain **all** the relevant information concerning the action.

For actions proposing a blending component, the entity shall submit an endorsement letter from the relevant Turkish authority(ies), confirming their commitment to mobilize necessary support for successful implementation and sustainable operation. This shall include confirmation by the envisaged borrower(s) that their financial planning includes provisions for the loan component of the project and that formal procedures for borrowing and on-lending, where applicable, will be completed in accordance with the Action timeline.

No additional annexes should be sent.

2.2.2. Where and how to send project proposals

Proposals must be submitted in one original and one copy in A4 size, each bound. The complete application form, budget, logical framework, visibility and communication plan and the endorsement letter – if relevant – must also be supplied in a USB key in a separate and single file (i.e. the application must not be split into several different files). The electronic file must contain **exactly the same** application as the paper version enclosed.

Where an organisation sends several different proposals, each one has to be sent separately.

The outer envelope must bear the **title of the call for expression of interest**, together with the title, the full name and address of the lead entity, and the words ‘Not to be opened before the opening session’.

Proposals must be submitted in a sealed envelope by registered mail, private courier service or by hand-delivery at the address below:

European Commission

Directorate-General for Neighbourhood and Enlargement Negotiations

Unit A5 - Turkey

L-15, 07/090

¹⁴ The cost of staff assigned to the Action and actually incurred by the entity is not a contribution in kind.

B-1049 Brussels

For the attention of: Bernard Brunet, Head of Unit

Proposals sent by any other means (e.g. by fax) or delivered to other addresses will be rejected.

Verify that proposals are complete using the checklist in the Annex A. Incomplete proposals may be rejected.

2.2.3. Deadline for submission of proposals

The deadline for the submission of proposals is 15 March 2019 at 17h00 (Brussels time) as evidenced by the date of dispatch, the postmark or the date of the deposit slip. In the case of hand-deliveries, the deadline for receipt is at 17h00 (Brussels time) as evidenced by the signed and dated receipt. Any proposal submitted after the deadline will automatically be rejected.

2.2.4 Further information

Questions may be sent by e-mail no later than 15 days before the deadline for the submission of proposals to the below address(es), indicating clearly the reference of the call:

E-mail address: NEAR-TURKEY-FACILITY@ec.europa.eu

The Secretariat of the Facility for Refugees in Turkey has no obligation to provide clarifications to questions received after this date.

Replies will be given no later than 10 days before the deadline for the submission of proposals.

To ensure equal treatment of entities, the Secretariat of the Facility for Refugees in Turkey cannot give a prior opinion on the eligibility of an action or specific activities.

2.3. EVALUATION AND SELECTION OF PROJECT PROPOSALS

All proposals will be assessed according to the following steps and criteria. If the examination of the application reveals that the proposed action does not meet the eligibility criteria stated in Section 2.1, the proposal will be rejected on this sole basis.

Step 1: Administrative & Eligibility Checks

During the opening and administrative check the following will be assessed, based on an eligibility grid:

- If the deadline has been met.
- If the proposal satisfies all the criteria specified in the checklist of the application form. This includes also an assessment of the eligibility of the action and of the entity submitting the proposal. If any of the requested information is missing or is incorrect, the proposal may be rejected on that **sole** basis and the project will not be evaluated further.

Step 2: Assessment of Proposal

The proposals will be assessed using the evaluation criteria in the assessment grid below. The assessment grid is divided into sections and subsections. Each subsection will be given a score between 1 and 5 as follows: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

Section	Maximum Score	
1. Administrative and professional capacity	Sub-score	15

1.1 What in-house experience the entity has to implement the action or to sub-delegate it. What is the staff profile of the entity to implement the action (permanent/temporary)? Is there a project supporting office in Turkey?	5	
1.2 What evidence has the entity provided for completed programmes/actions in the priority areas of this call for expression of interest, over the last five years in Turkey and/or the region?	5*2	
2. Financial capacity		10
2.1 Does the entity have the financial management capacity to manage donor funds, (significant investment pipeline in case of infrastructure), and capacity to coordinate financial inputs and represent them equally and fairly?	5* 0.5	
2.2 Does the entity have significant involvement and investment in the priorities areas of the call and how was their sustainability demonstrated in the short/medium term?	5* 0.5	
2.3 What is the cost efficiency of the proposed management fee against the volume of the EU contribution requested? Is the entity willing to co-finance part of the action?	5	
3. Relevance of the action	Sub-score	15
3.1 How relevant is the proposal to the objectives and priorities of the call for expression of interest and of the Facility? Are the expected results of the action aligned with the priorities defined in the Guidelines for applicants (section 1.2)?	5*0.5	
3.2 How relevant is the proposal to the particular needs and constraints of Turkey, the target region(s) and/or relevant sectors (including synergy with other development initiatives and avoidance of duplication)?	5	
3.3 How clearly defined and strategically chosen are those involved (final beneficiaries, target groups)? Have their needs and constraints been clearly defined and does the proposal address them appropriately?	5	
3.4 Does the proposal contain particular added-value elements (e.g. innovation, best practices)?	5*0.5	
4. Design of the action	Sub-score	22.5
4.1 How coherent is the overall design of the action? Does the proposal indicate the expected results to be achieved by the action? Does the intervention logic explain the rationale to achieve the expected results?	5	
4.2 Does the design reflect a robust analysis of the problems involved, and (the capacities of) the relevant stakeholders, in particular Turkish institutions?	5	
4.3 Does the design take into account external factors (risks and assumptions)?	5	
4.4 Are the activities feasible and consistent in relation to the expected results (including timeframe, including in case of blending proposal)? Are results (output, outcome and impact) realistic? Are the activities proposed appropriate, practical, and consistent	5	

with the envisaged outputs and outcome(s)?		
4.5 To which extent does the proposal integrate relevant cross-cutting elements such as promotion of gender equality and equal opportunities, needs of disabled people, rights of minorities, youth?	5*0.5	
5. Methodology	Sub-score	15
5.1 How coherent is the proposed methodology? Does the proposal/Logical Framework include credible baseline, targets and sources of verification? If not, is a baseline study foreseen (and is the study budgeted appropriately in the proposal)?	5	
5.2 Will the entity manage the funds and the procurement/grant procedures itself and/or does it intend to work with implementing partners, and/or exceptionally through a sub-delegation to another entrusted body?	5	
5.3 How mature is the proposal? Has the entity demonstrated relevant preliminary works/studies have been carried out and checked to ensure proposals are sufficiently mature?	5	
6. Sustainability of the action	Sub-score	17.5
6.1 Is the action likely to have a tangible impact on its target groups? <i>Note in the case of blending: What is the blending proposal entailing? Is it clearly specified in the application (for which object? Is the impact quantified?)</i>	5	
6.2 Is the action likely to have multiplier effects, including scope for replication, extension, capitalisation on experience and knowledge sharing?	5*0.5	
6.3 Are the expected results of the proposed action sustainable? - Financially (e.g. financing of follow-up activities, sources of revenue for covering all future operating and maintenance costs) - Institutionally (will structures allow the results of the action to be sustained at the end of the action? Will there be local 'ownership' of the results of the action?) - At policy level (where applicable) (what will be the structural impact of the action — e.g. improved legislation, codes of conduct, methods)	5	
6.4 Are the expected results of the proposed action sustainable environmentally? <i>Will the action have a negative/positive environmental impact? Has the project proposal considered environmental implications so that negative impacts on environment are either avoided or mitigated during the life of the action? Has the project proposal properly addressed environmental and climate change concerns and support environment friendly and climate-resilient policy options? Does the action ensure environmental sustainability?</i>	5	
7. Visibility and communication plan	Sub-score	5
What are the overall commitment and specific actions envisaged to guarantee the visibility of the EU? Is the proposal in line with EU and with Facility Communication	5	

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Maximum total score	100	

Provisional selection

After the evaluation, a table will be drawn up listing the proposals ranked according to their score. The highest scoring proposals will be provisionally selected until the available budget for this call for expression of interest is reached.

Note that a threshold of 75 points is defined as the minimum requirement for further consideration of the proposal.

Indicative timetable

	DATE	TIME
1. Information meeting	13 December 2018	15.00
2. Deadline for requesting any clarifications from the Secretariat of the Facility for Refugees in Turkey	1 March 2019	17.00
3. Last date on which clarifications are issued	5 March 2019	-
4. Deadline for submission of proposals	15 March 2019	17.00
5. Information to entities on the assessment	April 2019	-
6. Adoption of the Special Measure	Quarter II 2019	-
7. Contract signature	Semester II 2019	-

All times are in the time zone of Brussels.

This indicative timetable refers to provisional dates (except for dates 2, 3, and 4) and may be updated during the procedure. In such cases, entities that expressed their interest through the submission of a project proposal will be informed in writing.

2.4. CONDITIONS FOR IMPLEMENTATION

Following the adoption of a Special Measure and with the entry into force of the 2018 Financial Regulation, the beneficiary will sign a Contribution Agreement with the EU Delegation to Turkey, based on the Contribution Agreement template.

The entity must abide with article 62 (1) (c) of the 2018 Financial Regulation, which requires implementing partners to ensure that funds are only disbursed in accordance with EU law, including the implementation of EU restrictive measures.

3. LIST OF ANNEXES

DOCUMENTS TO BE COMPLETED

Annex A: Application form (Word format)

Annex B: Budget (Excel format)

Annex C: Logical framework (Excel format)

Annex D: Communication and Visibility Plan (Word format)

Annex E: Written endorsement by Turkish authorities – *only in case of proposals including a blending component*