

# eunida

The European Network of Implementing Development Agencies

## Information Pack



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# 1 – Introduction

EUNIDA, the European Network of Implementing Development Agencies, was set up in 2000 as a grouping of EU implementing agencies with a public mandate to develop, manage and implement sustainable development programmes on behalf of the European Union.

Building on the collective expertise and resources of its members, it carries out complex technical cooperation and post-conflict programmes. EUNIDA's Members combined have over 20,000 staff in over 250 offices in 118 countries, and based on over 40 years of experience in the field.

As a grouping of agencies based in several countries, EUNIDA transcends national identity, enhancing a European approach and strengthening the visibility of the EU contribution to development assistance.

## 2 - Added Value of EUNIDA

- **European Capacity and Approach:** EUNIDA combines the capacities and resources of Member State implementing agencies. Its in-depth knowledge of individual Member States' assistance programmes guarantees a European dimension in all its interventions across the world.
- **European Visibility:** Delegating implementation to a European grouping of Member State agencies ensures that the EU's visibility is increased in international cooperation.
- **Rapidness:** EUNIDA is able to quickly mobilize high-level public and private experts, based on the combined expertise and resources of well-established implementing agencies, enabling it to be a reliable and efficient partner in emergency and post-crisis situations.
- **Effectiveness:** EUNIDA offers a coordinated and clearly defined division of labour between EU Member State agencies in the implementation of EU-funded projects and programmes. It works according to the international principles of development effectiveness and is in full compatibility with EU competition rules.
- **Proven Public Sector Experience:** EUNIDA's public mandate and close ties with EU national administrations allows it to benefit from an invaluable resource base of public sector expertise, and to provide opportunities for peer-to-peer cooperation between EU Member States and recipient institutions.
- **Worldwide Network:** EUNIDA members count on a worldwide network of country offices in 118 countries.
- **Transparency:** EUNIDA abides by high standards of financial transparency providing comprehensive financial management reporting and audit controls that ensure public accountability.

## 3 – Members and Observers

The Grouping currently has 11 Members and 4 observers. A rotating team, consisting of a President and Vice-Presidents, coordinates the network with the support of a Brussels-based Secretariat.

### EUNIDA Members:

	AEI – Agency for European Integration and Economic Development (Austria)
	CTB-BTC Belgian Technical Cooperation (Belgium)
	CPVA - Central Project Management Agency (Lithuania)
	Crown Agents for Oversea Governments and Administrations Ltd (UK)
	EPLC – European Public Law Centre (Greece)
	FEI – France Expertise Internationale (France)
	FIIAPP – Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (Spain)
	GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (Germany)
	HUN-IDA - Hungarian International Development Assistance (Hungary)
	Lux-Development – Luxembourg Agency for Development Cooperation (Luxembourg)
	SNV – Netherlands Development Organisation (Netherlands)

### EUNIDA Observers:

ADA - Austrian Development Agency (Austria)

AECID - Agencia Española de Cooperación Internacional para el Desarrollo (Spain)

IPAD - Instituto Português de Apoio ao Desenvolvimento (Portugal)

Italian Directorate General for Cooperation (Italy)

EUNIDA seeks to enlarge the network consistently and welcomes new implementing development agencies with a public mandate from the 27 EU Member States that wish to join the network. Only 1 agency per Member State may be admitted as a Member, representing the whole capacity of that Member State.

EUNIDA's procedures allow the integration, on a case by case basis, of Member States agencies that are not yet members but that would like to cooperate in individual projects or programmes. Therefore, the required Member State capacities can be integrated, where required, to add value to a project or programme.

#### **EUNIDA Rules of Procedure**

##### **4.12 Cooperation with non-EUNIDA Members**

- i. The involvement of institutional partners from the states of the EUNIDA members and/or observers will be channelled through the EUNIDA member and/or observer of the respective state.
- ii. Exceptional cooperation with non-EUNIDA members from a state that is not represented in EUNIDA or, following the agreement of the respective member or the consultation of the respective observer, from the state of a EUNIDA member or observer can only be based on specific projects and programmes and for a determined period of time and can only be signed upon unanimous decision of the Board of Directors.
- iii. Non-EUNIDA members are asked to sign a specific project or programme cooperation agreement, which includes an explicit agreement on the internal rules of EUNIDA; including the EUNIDA fee (the Grouping Contract and the Rules of Procedure will be included as an annex to the cooperation agreement).
- iv. Non-EUNIDA members have no voting right in the General Assembly and the Board of Directors and can only be invited to participate in the meetings of the Board of Directors in special cases or on the topic of a specific project/programme.

## **4 – Legal Status**

EUNIDA is an European Economic Interest Grouping (EEIG).<sup>1</sup>

In 2005, several discussions between the members of EUNIDA and the European Commission took place in order to clarify how to work within the EU context and the best vehicle to use. After legal advice and further discussions, EUNIDA became an EEIG in 2006 and was the preferred structure to facilitate working with the EU.

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<sup>1</sup> As stated in the Regulation (EEC) No 2137/85, the purpose of an EEIG is to facilitate or develop the economic activities of its members by a pooling of resources, activities or skills. An EEIG can be formed by companies, firms and other legal entities governed by public or private law which have been formed in accordance with the law of a Member State and which have their registered office in the Community.

## 5 – Activities

In the past few years EUNIDA has been active in the areas of Security Sector Reform, Post-Crisis, Migration and Governance and is currently involved in developing pilot projects on Public Partnerships.

References of all EUNIDA projects are detailed in Annex I. Some examples of EUNIDA's activities can be found below:

### a) *Security Sector Reform*

In Pakistan, EUNIDA is providing support to civilian law enforcement agencies and the judicial system with a structured set of activities that will help to improve the capacity of NACTA (National Counter-Terrorism Authority), support the interaction between the prosecution service and the police in Punjab, and develop the understanding of governance issues in the tribal areas close to the Afghan border. The project runs until September 2011.

EUNIDA is also working on the second phase of a project on criminal investigation with the Security Forces in Lebanon (2007-2009 and 2009-2011).

In the Democratic Republic of Congo in 2009, EUNIDA carried out an identification mission for a Police Reform Programme.

### b) *Post-conflict*

EuropeAid asked EUNIDA to mobilize expertise to post-conflict regions to identify immediate reconstruction needs in Lebanon (2006), Georgia (2008) and in Gaza (2009).

### c) *Governance and Public Administration Reform*

In Haiti (2008-2011), EUNIDA mobilized high-level public servants from Member States and other ACP countries to different Ministries, revising the administrative structure in functional reviews.

### d) *Migration*

In Mali (2008-2011), EUNIDA is working on the CIGEM (Centre d'Information et de Gestion des Migrations) with the objective of reinforcing the dialogue between Mali and the EU and of defining a common approach to migration policies.

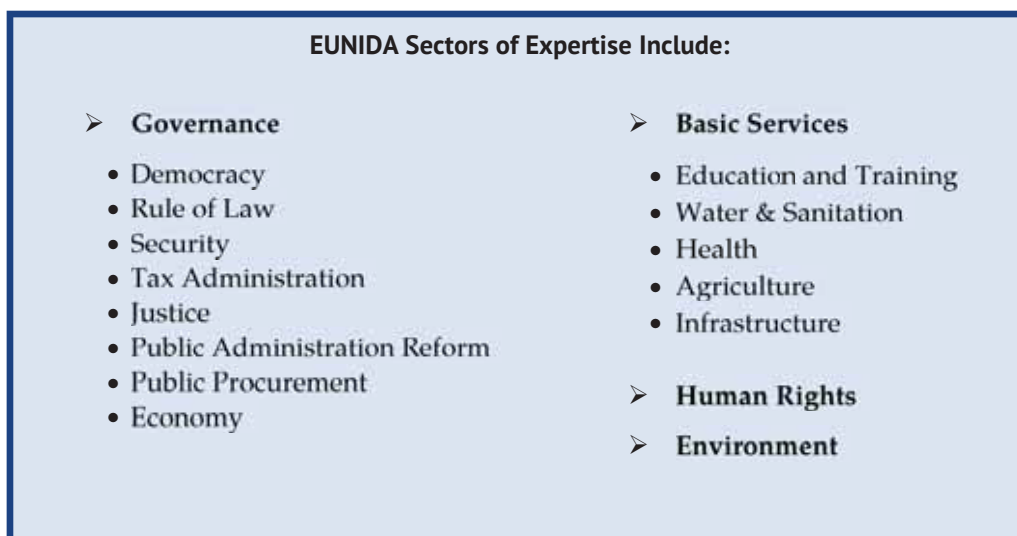
### e) *Capacity4Dev*

EUNIDA cooperated with EuropeAid in the Panel on Technical Cooperation Reform (Capacity4Dev), in the framework of the discussion on new aid modalities and Public Technical Assistance (Backbone Strategy).

### f) *EUNIDA's Presence and Sectors of Expertise*

The Members of EUNIDA are present in Latin America, the Balkans, the Caucasus, the Middle East, Sub-Saharan Africa and Central Asia, in wide-ranging fields of activity.

Through the resources of its Members, EUNIDA is able to mobilize expertise to develop capacities in diverse sectors, regions and countries.



### *g) Public Partnership Projects*

As a new area of activity, EUNIDA has started developing pilot projects for Public Partnerships. They draw on EUNIDA Members' experiences in the Twinning, TAIEX and EUROsocial programmes.

Upon request from EuropeAid, EUNIDA developed in January 2009 a concept proposal on *"The Twinning tool adapted for strengthening public sector capacity under the Development Cooperation Instrument in cooperation with EUNIDA"*, a twinning-like mechanism for the Development Cooperation Instrument (DCI).

Launched in May 1998, the Twinning programme is one of the principal tools of Institution Building Assistance in the context of Accession and Association. Twinning projects rely on the peer-to-peer cooperation between institutions.

The European Commission is interested in developing practical experiences in the framework of pilot projects in Asia and Central Asia, before studying an official launch of a new tool or project implementation mechanism.

For the implementation of the pilot projects, EUNIDA needs to replicate the expert's team structure and the logic of a twinning project under a service contract. This requires a common understanding on an adaptation of the normal procedures for the selection of experts and allocation of a Lead Agency, as established in EUNIDA's Rules of Procedure.

The team of experts of a standard twinning project is composed of:

- Resident Twinning Advisor (RTA) based in the beneficiary institution  
The RTA is seconded from a Member State administration or from another approved body in a Member State to work full-time in the corresponding ministry of the beneficiary country to implement the project.
- 1 Project Leader based in the sending or partner institution  
The Project Leader is normally a high-level expert from the sending institution in the public sector, responsible for the overall thrust and coordination of the project (short-term inputs over the whole project).

They are supplemented by missions of short-term specialists, training events, awareness raising visits, etc; to accompany the reform process towards the targeted results.

The implementation of these pilot projects through EUNIDA includes the following phases of the project cycle:

- Call for Proposals
- Submission of Proposals
- Selection of Twinning Partner
- Preparation and Finalisation of Twinning Contract
- Review and Signature of Contract with EC input

The logic of a Public Partnership Project is the linkage between peers, therefore, the established internal list of criteria for the standard selection of a 'Lead Agency' in the framework of EUNIDA are not fully applicable for this kind of project. *(For the standard methods of selection, please see section 6 below).*

The objective of a public peer-to-peer partnership project is to enable the exchange of experiences between a beneficiary institution and partner institution(s) from EU Member State(s). To assure a real institutional link between the main partner and the beneficiary institution, the selection of the Resident Advisor and Project Leader needs to be from the sending institution.

Therefore, *the EUNIDA Member that has the same nationality of the main partner institution will lead the implementation of the project, with the support of other EUNIDA partners and their public administrations (kind of junior twinning partners).*

#### ***Selection of the Lead Agency for Public Partnership Projects***

Once EUNIDA receives the terms of reference for the project from the Contracting Authority:

1. The Chairman of the Board of Directors will circulate the terms of reference and invite all Members indicated their interest in leading the project.
2. Interested Members will draft a brief proposal highlighting the following points:
  - a. Relevance of the experience of the proposed Member State partner institution regarding the objectives of the project: institutional framework of the EU Member State.
  - b. Technical expertise of the proposed Resident Advisor to be seconded to the beneficiary institution.
  - c. Technical expertise of the proposed Project Leader of the partner institution.
3. Three EUNIDA Members not applying for the specific project will evaluate the proposals, using an internal evaluation tool. The process will be coordinated by one of EUNIDA's Members.

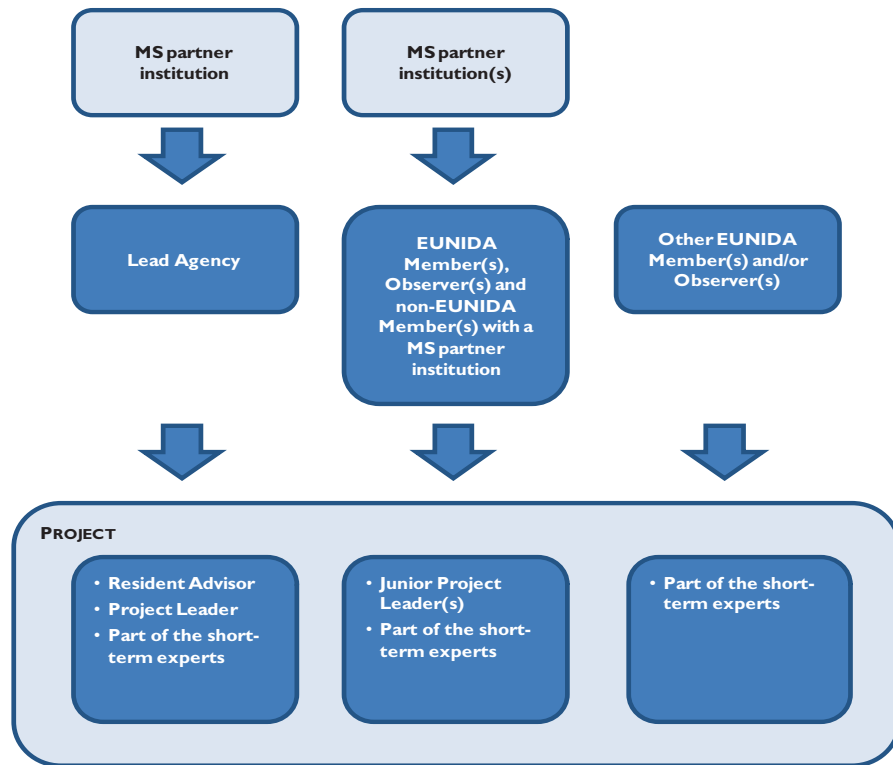
The result of this evaluation process will be submitted to the Board of Directors for approval, allocating the lead of the specific project to a Lead Agency by a majority decision.

The proposal and the Lead Agency will need to be approved by the beneficiary country and the contracting authority.

#### ***Participation of other EUNIDA Members and Observers in Public Partnership Projects***

Public sector expertise needs to be taken into account for the selection of individual short-term experts. These can be proposed by all EUNIDA Members and Observers.

- The Lead Agency of a public peer-to-peer partnership project will invite all Members that submitted a proposal (including a Member State partner institution) to participate in the implementation of the project as junior partners.
- The partner institution(s) will be linked to the beneficiary institution through Project Leader(s). Therefore, apart from the lead partner institution, the junior partner institution(s) will also nominate Project Leader(s).

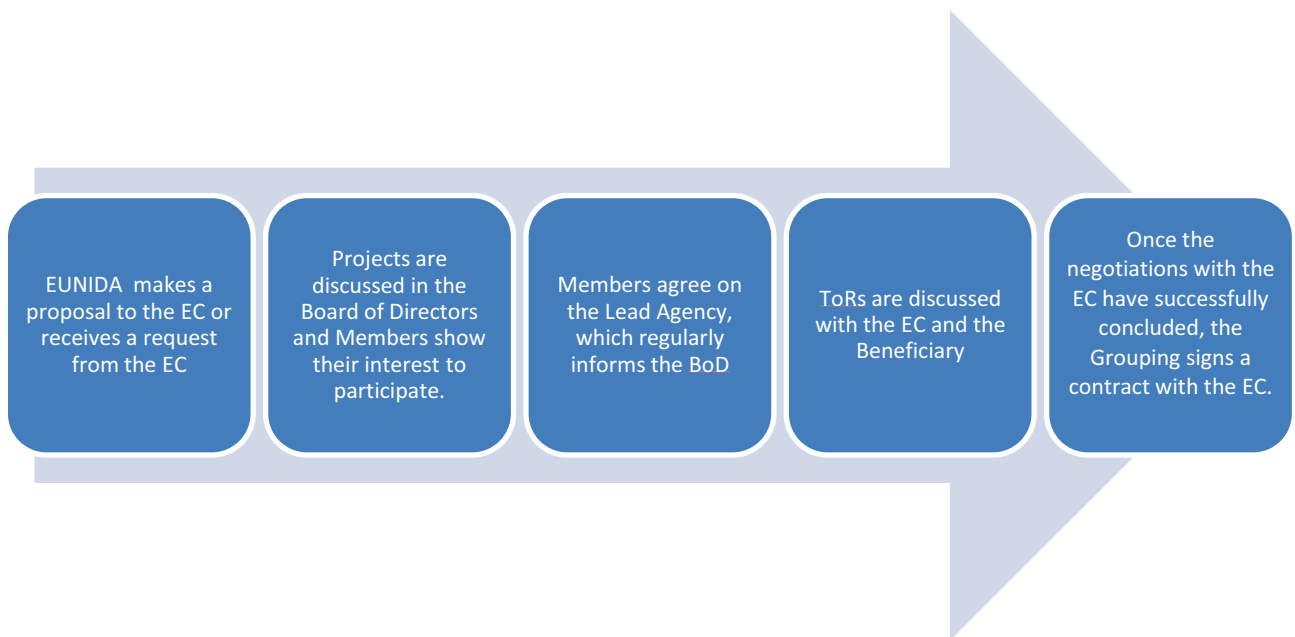


The short-term experts of these projects will be public sector experts, relying only on private sector experts if required by the specific sector of intervention of a project (privatized sectors such as civil aviation etc;) or for other justifiable reasons.

The European Commission's understanding of the public sector in this context includes: Government and other Public Institutions, from Federal Ministries and Public Agencies to research institutes, universities in regional and local governments / municipalities.

Non-EUNIDA Member organisations can be included on a case-by-case basis for the implementation of these projects, if required by the contracting authority and / or by the fields of activity.

# 6 – How EUNIDA Operates



## a) Selection of a Lead Agency

EUNIDA’s Rules of Procedure establish a list of criteria for the selection of this Lead Agency for each project. In the past few years these criteria have proved to be a practical vehicle for assuring a transparent, fast and effective decision-making process within the network.

A Lead Agency is allocated to each project of the Grouping by a majority decision of the Board of Directors. The Lead Agency is determined by taking several factors into consideration, such as sector expertise, political sensibilities of the beneficiary etc.

## b) Standard Contracting Model

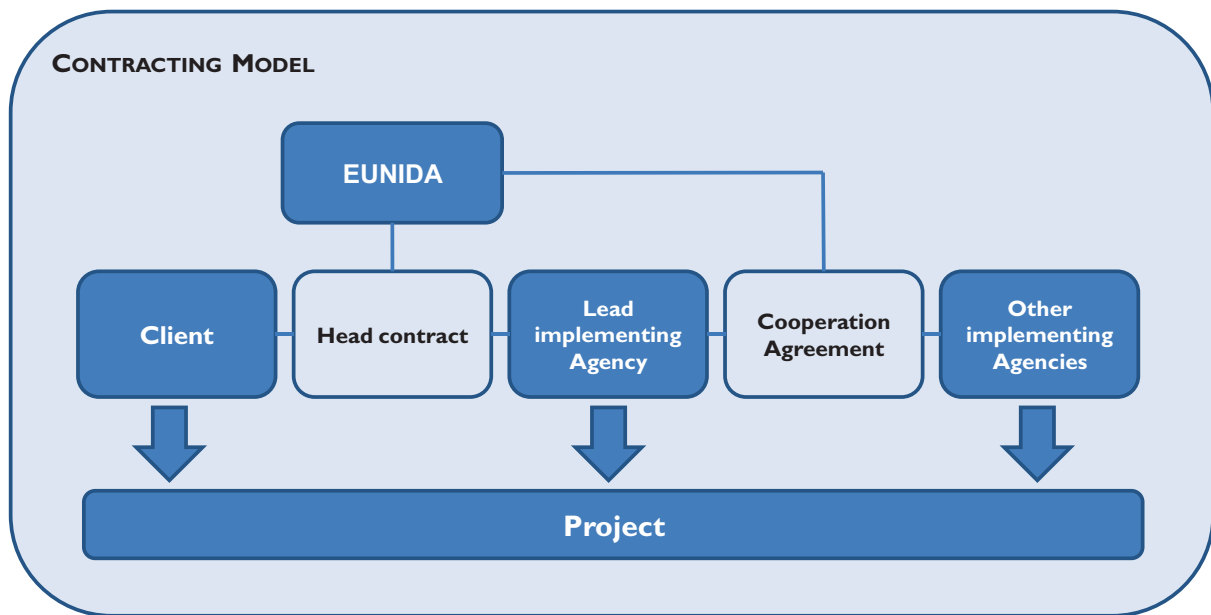
The network works at the service of the EU for the implementation of specific actions through direct service contracts (*please see section 7 below for more information*).

The Grouping contracts with its Client on the basis of direct awards, signing a Head Contract with the Client that delegates the project implementation work to one of the EUNIDA Members – “the Lead Agency”. The Lead Agency is a party to the Head Contract and signs a separate cooperation agreement with the Grouping and the other Members and/or Observers involved in the project, covering the specific services that will be performed by each.

**EUNIDA Rules of Procedure**  
**4.4 Allocation of a Lead Agency to a Project**

iii) The Lead Agency will be determined by taking the following factors into consideration:

- Sectoral expertise,
- Track record in beneficiary country,
- Previous experience in managing projects of a similar size,
- Likely contribution of senior experts,
- Presence and size of local office and/or local structure or network,
- Political sensibilities of the beneficiary country,
- The need to give all Members the chance to lead,
- Any particular sensibility shown by the Client and/or beneficiary country.



### c) *Role of Implementing Agencies*

Projects signed in the Grouping's name will usually be carried out by its Members' "Implementing Agencies". The Head Contract with the Client will be signed by the Lead Agency, jointly with the Grouping's Presidency. Following signature of the Head Contract, the Lead Agency will agree on a cooperation agreement with the other Implementing Agencies and EUNIDA.

The Lead Agency will act as the overall manager of the project. All communications with the Client will be conducted through the Lead Agency while the Grouping will be kept informed about the results achieved by the project as well as the conclusions of the discussions with the Client.

### d) *Allocation of Experts to a Project*

Members and Observers are invited by the Lead Agency to propose experts for individual projects. Individual experts are selected by the Lead Agency using a CV evaluation tool. As far as possible, the selection of experts is representative of the network's membership.

If the European Commission wishes to make a selection of CVs, the Lead Agency undertakes a pre-selection and advises participating Members which CVs it has forwarded to the Commission.

## 7 – How the EU can contract EUNIDA

EUNIDA works under service contracts and on the basis of direct awards from the EU institutions. EUNIDA's Grouping contract stipulates that it *'is not to be used as a bidding vehicle for the submission of competitive tenders'*.

The network provides the combined capacity of the EU Member States and introduces an internal competitive procedure in accordance with its internal rules (outlined above), avoiding direct competition between Member State organisations and reducing the administrative burden for the contracting authority.

In line with the exceptional rules of the 'Practical Guide to Contract Procedures for EU External Actions', the 'Guidelines on Contractual Procedures to be used in cases of Crisis Situations' and the 'Guidelines on Making Technical Cooperation More Effective' (the Backbone Strategy), EUNIDA facilitates for the European Commission, the possibility of mobilizing the expertise of the Member States for external action.

### Reference: The Practical Guide to Contract Procedures for EU External Actions

For service contracts, Contracting Authorities may use the negotiated procedure in the following cases of relevance to EUNIDA:

- a. Where, for reasons of extreme urgency brought about by events which the Contracting Authorities could not have foreseen and which can in no way be attributed to them, the time limits for the competitive procedures (referred to in points (a), (b) and (c) of Article 91(1) of the Financial Regulation applicable to the General Budget) cannot be met. The circumstances invoked to justify extreme urgency must in no way be attributable to the Contracting Authority.

Operations carried out in crisis situations as referred to in Article 168(2) of the implementing rules are considered to satisfy the test of extreme urgency (see annex A11a)<sup>2</sup>.

- b. Where the services are entrusted to public-sector bodies or to non-profit institutions or associations and relate to activities of an institutional nature or designed to provide assistance to peoples in the social field.
- c. Where, for technical reasons, or for reasons connected with the protection of exclusive rights, the contract can be awarded only to a particular service provider.
- d. For contracts declared to be secret, or for contracts whose performance must be accompanied by special security measures or when the protection of the essential interests of the European Union or the beneficiary country so requires.

EXTRACT: *'Guidelines on Contractual Procedures to be used in cases of Crisis and Emergency and Post-Crisis Emergency Situations'*, annexed to the PRAG

Below is an extract from the 'Guidelines on Contractual Procedures to be used in cases of Crisis and Emergency and Post-Crisis Emergency Situations', which is annexed to the PRAG.)

The basis for the use of the negotiated procedures can be found in articles 242(1) second paragraph, 244(2) and 246(1) second paragraph of the IR (Implementing Rules)<sup>3</sup>.

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<sup>2</sup> "Emergency assistance" is an additional case of negotiated procedure specific to EDF, distinct from the extreme urgency mentioned in a), mainly for actions which are not governed by new article 19c of Annex IV of the Cotonou Agreement. The emergency assistance is linked to the application of article 72 and/or 73 of the Cotonou Agreement (see annex A11a).

In fragile situations of instability and emergency in a given country or region, the Commission and their implementing partners require flexibility to ensure a rapid and efficient implementation of EU aid.

The EC General Budget and the European Development Fund (“EDF”) foresee flexible mechanisms in response to such situations, termed “crisis situations” (EC General Budget and EDF) and “emergency and post emergency assistance” (EDF only). In essence, these mechanisms allow the concerned authorising officer to apply quicker and simpler procedures, mainly negotiated procedures for procurement contracts and direct award for grant contracts, once the relevant authority has established that the circumstances to apply these procedures exist in a given country or region.

- In cases where no crisis situation (or the need for emergency and post-emergency assistance) has been declared, it would still be possible to make use of flexible procedures on a case-by-case basis. In such cases, it is recalled that the possibility exists for the concerned authorising officer to use negotiated procedures or direct award of a grant in cases of urgency, as defined by the relevant provisions of the IR (see sections 3.2.3.1, 4.2.4.1, 5.2.4.1 and 6.3.2 of the PRAG). *The relevant provisions are outlined in the Reference section below.*
- Except for the procedure in Section 2 (Decision procedure), these Guidelines are also applicable to i) exceptional assistance measures and interim response programmes adopted under article 6 of Regulation EC/1717/2006 establishing an Instrument for Stability; ii) EDF emergency and post emergency programmes adopted under article 72 and 73 of the Cotonou Agreement. These Guidelines do not apply to humanitarian aid managed by DG ECHO.
- The present Guidelines also apply mutatis mutandis to i) emergency aid under article 30 of the Council Decision of 27.11.2001 on the association of overseas countries and territories with the EC (2001/822/EEC). References to articles 72 and 73 in the Guidelines should be read as including emergency aid under article 30 of the Overseas Association Decision; ii) emergency assistance under articles 254 to 257 and 300 of the Lomé IVbis Agreement.

## Definitions (according to the aforementioned ‘Guidelines’)

### **Crisis Situations**

Article 168(2) IR defines “crisis situation” as situations posing a threat to law and order, the security and safety of individuals, threatening to escalate into armed conflict or to destabilise the country, and which could seriously harm: i) the safeguarding of the common values, fundamental interests, independence and integrity of the European Union; ii) the security of the European Union, peace-keeping and international security, promotion of international cooperation or development and strengthening of democracy, the rule of law, respect for human rights and fundamental freedoms.

### **Emergency and Post-Emergency**

The application of emergency (and post-emergency) assistance defined in article 72 and 73 of the Cotonou Agreement, which may benefit from the flexible procedures of the FR and IR applied in cases of crisis situation.

Article 72 of the Cotonou Agreement defines emergency assistance as aid accorded to the population in ACP States faced with serious economic and social difficulties of an exceptional nature resulting from natural disasters, man-made crisis such as wars and other conflicts or extraordinary circumstances having comparable effects.

<sup>3</sup> In addition to the direct award of procurement and grant contracts, for EDF projects governed by financing agreements applying the EDF GR, article 3(6) also foresees the application of other procedures under emergency assistance: i) performance of contracts by direct labour; ii) implementation through specialised agencies, iii) direct implementation by the Commission

Article 73 of the Cotonou Agreement provides that post-emergency action, aimed at physical and social rehabilitation, may be undertaken, using effective and flexible mechanisms, to ease the transition from the emergency phase to the development phase, promote the socio-economic reintegration of the populations affected, remove as far as possible the causes of the crisis and strengthen institutions and ownership by local and national actors.

The legal definitions of crisis situations and emergency and post emergency situations focus on the effects of the situations described in those provisions and do not limit their duration or establish an open-ended list of causes leading to the above-mentioned threats or difficulties. A country or region may suffer from long-term structural instability (or fragility), leading to such threats and difficulties, before such country or region is able to reach a level of stability allowing the implementation of "normal" structural development aid. These situations of long-term structural crisis also require the use of the aforementioned flexible procedures.

In the context of the present Guidelines, the use of flexible procedures will apply to all cases falling under the definition of article 168(2) IR and/or Article 72 and 73 of the Cotonou Agreement regardless the duration of the causes or effects deriving from the threats and difficulties covered by these provisions. It will *mutatis mutandis* also cover the aforementioned cases of long-term structural instability.<sup>4</sup>

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<sup>4</sup> See Communication "Towards an EU response to situations of fragility".

## 8 – Security architecture

The Lead Agency takes responsibility for the provision, the coordination and the performance of the security architecture of each project, and its general and special conditions during all project phases. This includes daily security provisions and orders, communication and information as well as security training and equipment.

In order to provide the best preventative measures and responses in crisis situations, EUNIDA relies on the expertise of its members.

### Who is covered?

All international project staff (directly contracted personnel, sub-contracted personnel as well as consultants and freelancers), are fully integrated into the project security architecture in place. Exceptionally, a member of staff may choose to follow his or her own national government's security provisions, orders and rules over those of the Lead Agency.

### How are security provisions coordinated?

There is an excellent coordination mechanism in place between the Lead Agency and Members. As an integral part of its responsibilities, the Lead Agency clearly communicates the security architecture for the project in a written form, to which partner agencies must give their assent before the expatriation of their experts. Partner Member agencies are required to provide detailed questionnaires and personnel data sheets to the Lead Agency, as well as a 24/7 crisis contact person prior to the expatriation of staff. All project staff are also required to contribute to the project's security architecture by providing immediately any relevant security data to the Lead Agency office.

### Insurance

Each Partner Member agency takes out insurance, including professional indemnity and third party liability insurance against damage to persons and property, and accident and health insurance for its project staff. All insurance contracts in the relevant countries include passive war risk.

### Security of Personnel

The Lead Agency bears responsibility for ensuring adequate security arrangements are provided for experts and for monitoring these arrangements once the project has commenced. The specific internal security mechanism is embedded in each cooperation agreement between the lead agency, participating partner agencies and EUNIDA.

All project staff is fully integrated into the project security architecture in place as provided by the lead agency. This includes daily security provisions and orders, communication and information as well as security training and equipment. This means that all project staff is bound to the security orders by the relevant lead agency authority. This authority also reserves the right to freeze the project or to take other appropriate action, if deemed necessary. In the case of conflict between security provisions, orders and rules of the Lead Agency authority and the project staff's national government, the project staff may adhere to the latter.

# **ANNEX I EUNIDA Project References**



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## PROJECT REFERENCES

2006 - 2011



No.	Country	Project title	Financial Instrument	Budget	Implementation Period	Sector of Intervention
1	Pakistan	Civilian Capacity Building for Law Enforcement	IFS	€11.500.000	03/2010 - 02/2012	Security Sector Reform
2	Lebanon	Security and Rule of Law (SAROL)	MEDA	€1.900.000	08/2009 - 12/2011	Security Sector Reform
3	Haiti	Governance and Capacity Building Project	EDF, French Ministry of Foreign Affairs, Spanish Ministry of Foreign Affairs	€1.025.000	05/2007 - 12/2011	Governance
4	Mali	Technical Assistance to the CIGEM (Migration Management and Information Centre)	EDF	€ 2.102.944	07/2008 - 07/2011	Migration
5	Lebanon	Project to reinforce criminal investigation management capabilities at all stages of the investigation process	MEDA and IFS	€1.936.012	12/2007 - 12/2009	Security Sector Reform
6	West Bank and Gaza	PEGASE needs assessment mission	ENPI	€700.600	16/02/2009- 01/04/2009	Post-Crisis
7	Pakistan	Identification Mission as Preparation for the Pakistan Security Sector Reform Projects	IFS	€45.000	08/2009	Security Sector Reform
8	Democratic Republic of Congo	Identification mission for the Technical Assistance to the Police Reform Programme	EDF	€169.160	26/02/2009 - 25/05/2009	Security Sector Reform
9	Georgia	Georgia - Mission of needs assessment / Identification in the context of the future rehabilitation / Reconstruction of damaged areas and sectors of the country	ENPI	€286.000	24/08/2008 - 08/10/2008	Post-Crisis
10	West Bank and Gaza Strip	Temporary Implementation Mechanism	MEDA and ENPI	€1.900.000	05/2006 - 09/2008	Post-Crisis
11	Lebanon	Disaster Assessment and Needs Identification Missions	ENPI	€256.000	09/2006 (1st mission) 11/2006 (2nd mission)	Post-Crisis

## Detailed Project References:

Ref no 1	Project title		Civilian Capacity Building for Law Enforcement			
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Name of consortium members, if any
EUNIDA	Pakistan	1.1.500.000	100	11 long term /60 short term	European Commission	-
<b>Detailed description of project</b>						
<p>EUNIDA has been contracted to assist the European Commission in providing support to Pakistani authorities to improve the capacity of the civilian law enforcement agencies and the judicial system.</p> <p>The project consists of a structured set of activities that will help to:</p> <ul style="list-style-type: none"> <li>• Improve the capacity of NACTA (National Counter-Terrorism Authority)</li> <li>• To support the interaction between the prosecution service and the police in Punjab and</li> <li>• To develop the understanding of governance issues in the tribal areas close to the Afghan border.</li> </ul> <p>The programme focuses on the following 5 components:</p> <ol style="list-style-type: none"> <li>1. Improving the capacity of the National Counter Terrorism Authority (NACTA)</li> <li>2. Improving the capacity of the provincial police forces in Khyber Pakhtunkhwa (North-West Frontier Province) and Punjab to handle counter-terrorism investigations</li> <li>3. Improving the ability of law enforcement agencies (LEA) to handle media relations</li> <li>4. Supporting more effective interaction between the prosecution service and the police by assisting in the improvement of investigation standards, whilst fully respecting the independence and impartiality of the Punjab Criminal Prosecution Service</li> <li>5. Improving the understanding of governance issues in the border areas with Afghanistan.</li> </ol>						
<p><b>Type of services provided</b></p> <ul style="list-style-type: none"> <li>• Bilateral Advice</li> <li>• Workshops on: <ul style="list-style-type: none"> <li>➢ Training of Trainers in Criminal Investigation (including Development of Training Curricula)</li> <li>➢ Human Resources Management, Organisational Development,</li> <li>➢ Standard Operation Procedures Development,</li> <li>➢ Joint Trainings Police-Prosecutors</li> </ul> </li> <li>• Study Tours</li> <li>• Field and Desk Research</li> <li>• Equipment needs assessment</li> <li>• Institutional Capacity building (NACTA)</li> </ul>						

Ref no 2	Project title		Security and Rule of Law (SAROL)					
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
EUNIDA	Lebanon	1.900.000	100	2 long term/15 short term	European Commission	MEDA	08/2009 - 12/2011	-
<b>Detailed description of project</b>								
<p>The overall objective of the SAROL project, of which this contract will be part, is to support the Lebanese government in its programme of reinforcement of the rule of law and to contribute to the improvement of the country's internal security.</p> <p>Its specific objective is to improve the ISF technical performance with regard to the application of the law, by increasing its criminal investigation capacity in collaboration with the other relevant institutions involved and its capacity to manage public order.</p> <p>In particular, the TA provided will aim at 1/ formalizing an agreed methodology of intervention in crime scene management, criminal investigation, and related fields, and 2/ at developing the ISF internal capacity to train the staff according to that methodology.</p> <p>EUNIDA aims to provide the beneficiary (i.e. the Ministry of Interior and Municipalities as represented by the working counterpart identified - the ISF) with high level technical advisory services and effective backstopping and project management services such as:</p> <ul style="list-style-type: none"> <li>• Ensure the adequate provision of technical assistance (advisory) services to the beneficiary, through the mobilization of the expertise needed to reach the overall objectives of the intervention</li> <li>• Provide the development of all the consulting and training activities which have been foreseen</li> <li>• Ensure the provision of effective and efficient project management services, making sure that all the logistic, administrative, and financial requirements are met vis-à-vis the present contract.</li> </ul>								
<ul style="list-style-type: none"> <li>• Technical Assistance</li> <li>• Capacity Building for the Judicial and Police Forces</li> <li>• Training</li> <li>• Evaluation of capacities and procedures</li> <li>• Donor coordination</li> <li>• Case Management</li> <li>• High level technical advisory services and effective backstopping and project management services</li> </ul>								

Ref no 3		Project title			Governance and Capacity Building Project				
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any	
EUNIDA	Haiti	1.025.000	100	20	Republic of Haiti	EDF, French, Ministry of Foreign Affairs, Spanish Ministry of Foreign Affairs	05/2007 - 12/2011	-	
<b>Detailed description of project</b>					<b>Type of services provided</b>				
<p>The project aims to reinforce the Haitian administration both through the provision of high-level technical assistance to eleven Ministries and through the coordination of development aid to the country.</p> <p>The project contributes to the elaboration of concrete tools, mechanisms and methods to improve the efficiency of the Haitian administration, notably:</p> <ul style="list-style-type: none"> <li>• the drafting of a work plan for the Haitian administration covering the 2007/2008 period</li> <li>• the definition of concrete measures for administrative restructuring and reform, based on the priorities, main objectives and available resources of each ministry</li> <li>• the elaboration of terms of Reference detailing the necessary technical assistance for the implementation of the work plan and managerial reforms. The Terms of Reference aim to help the Republic of Haiti to raise future public international aid for its development.</li> </ul> <p>An initially unforeseen activity was added to the programme. It consists of the provision of similar high-level expertise to the Haitian Presidency and Parliament.</p> <p>The eleven Ministries that benefit from the project are: the Ministry of Justice and National Security, the Ministry of the Interior and Local Governments, the Ministry of Strategic Planning and External Co-operation, the Ministry of Environment, the Ministry of Tourism, the Ministry of Trade and Industry, the Ministry of National Education and Vocational Training, the Ministry of Health, the Ministry of Social Affairs, and the Ministry for the status of Women.</p>					<ul style="list-style-type: none"> <li>• Assessment of administrative and managerial capacities of the different beneficiary institutions</li> <li>• Elaboration of a work plan for the Haitian administration</li> <li>• Provision of tailor-made and high-level expertise</li> <li>• Definition of concrete measures to overcome the gaps identified during the assessment phase</li> <li>• Elaboration of the concrete working tools, mechanisms and methods.</li> </ul>				

Ref no 4	Project title		Technical Assistance to the CIGEM (Migration Management and Information Centre)					
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
EUNIDA	Mali	2.102.944	100	7 long term / 11 short term	European Commission	EDF	07/2008 - 07/2011	-
<b>Detailed description of project</b>								
<p>In February 2007, the Government of Mali together with the European Commission, ECOWAS, France and Spain agreed to support the establishment of the Migration Information and Management Centre in Bamako.</p> <p>The aim of the Centre is to help Mali define a Malian migration policy addressing the concerns of potential migrants, returning migrants and migrants residing outside of Mali.</p> <p>It is a pilot project that has a global and innovative approach to migration issues, since it creates a direct link between Migration, Employment, Vocational Training and Development.</p> <p><u>The Centre's mission focuses on the following in particular:</u></p> <ul style="list-style-type: none"> <li>welcoming and providing information, guidance and support to potential and returning migrants</li> <li>providing information on the legal aspects of migration and raising awareness amongst the population in order to prevent illegal migration</li> <li>reinforcing the Diaspora's role in the development of Mali</li> <li>improving knowledge of the migration phenomena</li> </ul> <p>EUNIDA is deploying LT and ST experts to provide the required technical assistance for the creation and development of CIGEM. The Centre was inaugurated officially on 6 October 2008.</p> <p>Information and support to CIGEM visitors: after a slow start (end of 2008 /beginning of 2009), the number of visitors to CIGEM is steadily increasing and now frequently exceeds 600 people a month.</p>								
<ul style="list-style-type: none"> <li>Technical assistance to the Malian staff of the CIGEM</li> </ul>								

Ref no 5	Project title		Project to reinforce criminal investigation management capabilities at all stages of the investigation process					
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
EUNIDA	Lebanon	1.936.012	100	2 long term / 71 short term	European Commission	MEDA and IFS (act 30)	12/2007 – 12/2009	-
<b>Detailed description of project</b>								
<p>The overall objective was to support to the government in the establishment of rule of law and in the improvement of the security conditions throughout the country. The aim was to increase the capacities of criminal investigation through all stages of the penal process, through to the implementation of training programmes. The project has the following components:</p> <ol style="list-style-type: none"> <li>1. <b>Intervention at the scene of crime</b> <ol style="list-style-type: none"> <li>a. <u>Conservation of proofs</u>: training of trainers, development of interactive training material</li> <li>b. <u>Investigation at the scene of the crime</u>: creation of a simulation platform and training of its permanent training staff, study tours and seminars</li> <li>c. <u>Capacity of the judicial police</u>: training and equipment specifications</li> </ol> </li> <li>2. <b>Preliminary investigation procedures</b> <ol style="list-style-type: none"> <li>a. <u>Investigation methodology</u>: training on procedures and training of trainers</li> <li>b. <u>Improvement of preliminary investigation procedures</u>: training on investigation methodologies protection of witnesses, surveillance</li> </ol> </li> <li>3. <b>Management of the judicial investigation and the examining magistrate</b> <ol style="list-style-type: none"> <li>a. <u>Improvement of the knowledge of judicial procedures by the judicial police</u>: training on interrogation, revision of procedures</li> <li>b. <u>Case management</u>: Training on case management, training of trainers, specialized training on financial crimes, money laundering and fight against terrorism</li> <li>c. <u>Human Rights</u>: Human Rights training for the Judicial po</li> </ol> </li> <li>4. <b>Management of expertise</b> <ol style="list-style-type: none"> <li>a. <u>Modernisation of the Laboratory of the Technical and Scientific Police</u></li> <li>b. <u>Training of forensic doctors</u></li> </ol> </li> <li>5. <b>Donor coordination</b></li> </ol>								
<ul style="list-style-type: none"> <li>• Technical Assistance</li> <li>• Capacity Building for the Judicial Police Forces</li> <li>• Training</li> <li>• Evaluation of capacities and procedures</li> <li>• Design and reform of investigation procedures and structures</li> <li>• Donor coordination</li> <li>• Human Rights Training</li> <li>• Case Management</li> <li>• Identification of technical needs and drafting of technical specifications</li> </ul>								

Ref no 6		Project title			PEGASE needs assessment mission			
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
EUNIDA	West Bank and Gaza	700.600	100	8	European Commission	ENPI	16/02/2009 - 01/04/2009	-
<b>Detailed description of project</b>								
<p>Following the conflict in Gaza (from 27 December 2008 to 18 January 2009) and based on the same model as the mission in Georgia, the European Commission entrusted EUNIDA to assess needs for reconstruction and rehabilitation of damaged areas in Gaza.</p> <p>In a context of post-crisis and despite extremely difficult conditions, and most notably, very short implementing deadlines, EUNIDA successfully carried out a mission of 8 experts in Gaza between 18 February 2009 and 24 March 2009.</p> <p>The Mission aimed to:</p> <ul style="list-style-type: none"> <li>o Assess damage in key sectors including: housing, public infrastructure, energy, water &amp; sanitation, telecommunication, transport, public buildings, agriculture and private sector.</li> <li>o Identify and provide concrete proposals for action (41 programmes in 7 sectors) which could be financed by EC, EU Member States or other donors.</li> </ul> <p>Therefore, EUNIDA's mission in Gaza focused on key sectors such as agriculture or the private sector. It evaluated short and medium term needs and proposed actions to reduce the risk of food insecurity or in order to foster economic recovery and job creation.</p> <p>In addition, the Mission initiated a verification process on damages sustained by EC and EU Member States' projects. The final report was sent to the European Commission on 4 August 2009 benefiting from inputs and contributions from the Palestinian Authority and its ministries, especially the Ministry of Planning, relevant municipal and utility authorities, and representatives of the EU Member States.</p>								
<p>The mission had three components / phases:</p> <p>(1) contact &amp; data collection</p> <p>(2) verification &amp; evaluation of damages and</p> <p>(3) assessment of needs &amp; identification of programmes</p>								

Ref no 7	Project title		Identification Mission as Preparation for the Pakistan Security Sector Reform Projects						
	Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
EUNIDA	Pakistan	45,000	100	2	European Commission	IFS	08/2009	-	
<b>Detailed description of project</b>									
<p>The overall objective of this Identification Mission was to identify and formulate a counter-terrorism programme under the IFS for Pakistan, in close cooperation with the Government of Pakistan and other donors.</p> <p>The mission investigated the following options, with a view to assessing their suitability for inclusion in the forthcoming IFS project:</p> <ul style="list-style-type: none"> <li>• Policy support for better defining a security and / or counter-terrorism strategy, in cooperation with the Ministry of the Interior, and Federal and Provincial Agencies such as FIA and NACTA.</li> <li>• Support to civilian security (including the police) in the North West Frontier Province (NWFP) at the provincial level</li> <li>• Support the chain of law enforcement / prosecution / judiciary in Lahore / Punjab.</li> <li>• Strengthening the investigative capacity of the FIA and its crime wing</li> </ul> <p>This mission produced a project fiche for a programme focusing on assistance for the police at the federal and provincial levels, as well as criminal justice in Punjab which resulted in an EUNIDA project on '<i>Civilian Capacity building for Law Enforcement</i>' in Pakistan that started in March 2010.</p>									
<ul style="list-style-type: none"> <li>• Identification and formulation (project-fiche) of a counter-terrorism programme.</li> </ul>									

Ref no 8	Project title		Identification mission for the Technical Assistance to the Police Reform Programme					
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
EUNIDA	Democratic Republic of Congo	169.160	100	3	European Commission	EDF	26/02/2009 - 25/05/2009	-
<b>Detailed description of project</b>								
<p>The EU Delegation and COFED contacted EUNIDA for the identification and design of a support programme for Police Reform in the Democratic Republic of Congo.</p> <p>EUNIDA deployed three high-level experts from the EU-Member States' administrations to Kinshasa and several pilot regions.</p> <p>The following results were obtained:</p> <ul style="list-style-type: none"> <li>- Technical Assistance was provided to the Police National Congolaise (PNC), the Ministry of the Interior and the Police Reform Committee for the definition of a work plan for police reform.</li> <li>- Development of an Action Fiche, and the Technical and Administrative Dispositions for an EDF-funded assistance programme for the implementation of the Police Reform.</li> </ul> <p>The Police Reform Programme focused on three main priorities:</p> <ul style="list-style-type: none"> <li>- Management capacities for the implementation of Police Reform</li> <li>- Financial Management of the PNC</li> <li>- Equipment, infrastructure and operational capacities of the PNC</li> </ul>								
<p style="text-align: center;"><b>Type of services provided</b></p> <ul style="list-style-type: none"> <li>• Technical Assistance</li> <li>• Development of a work plan for Police Reform</li> <li>• Identification and programming of an action fiche and technical and administrative dispositions.</li> </ul>								

Ref no 9		Project title				Georgia needs assessment mission / Identification in the context of the future rehabilitation and reconstruction of damaged areas and sectors of the country			
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any	
EUNIDA	Georgia	286.000	100	4	European Commission	ENPI	24/08/2008 - 08/10/2008	-	
<b>Detailed description of project</b>									
<p>The overall objective of the contract was to examine options for European Commission financial interventions, in the short and medium term.</p> <p>Its purpose was to undertake a needs assessment and to identify and propose remedying actions, projects and programmes to be implemented within the framework of EC assistance, the assistance of the EU Member States, and of other stakeholders in the donor community.</p> <p>The project's specific objective was to support the EC and EU efforts in the reconstruction and rehabilitation of damaged areas and sectors of Georgia, following the crisis in the summer of 2008, by identifying priority areas and projects.</p> <p>The needs assessment activities and project / programme proposals focused on the following areas:</p> <ul style="list-style-type: none"> <li>▪ <u>Public infrastructure</u> Transport infrastructure – roads and bridges (national, sub-national, urban); Water supply and sanitation infrastructure (at the national, regional and local levels); Public buildings, including schools, health centres and public spaces; Energy (notably electricity).</li> <li>▪ <u>Socio-economic issues</u> focused on the need for intervention in various fields, namely the private sector (SMEs, business environment, quality, innovation, legislation), employment, social services (delivery and administration), local development (municipalities, decentralisation etc.).</li> <li>▪ <u>Housing</u> focused on a review of the damage and needs in terms of housing, using available sources of information of damage incurred in this sector.</li> </ul>					<p><b>Type of services provided</b></p> <ul style="list-style-type: none"> <li>▪ Needs assessment/identification by providing detailed information on the infrastructure needs in damaged areas of the country.</li> <li>▪ Production of an inventory of needs, including cost estimation</li> <li>▪ Proposals for projects/programmes where EC assistance and EU Member State's assistance can most effectively contribute to the reconstruction process of the country, including an estimate of their expected socio-economic impact.</li> <li>▪ Indication of the most optimal mechanism for implementing the proposals.</li> <li>▪ Review of the socio-economic aspects of the crisis projects and programmes, for the social and economic rehabilitation of the damaged areas of the country.</li> <li>▪ Assist in identifying and drawing up proposals for rehabilitation of the damaged areas of the country.</li> <li>▪ Review the damage and needs situation in the housing sector, and examine the need for EC/EU financing in this sector.</li> </ul>				

Ref no 10	Project title		Temporary Implementation Mechanism					Name of consortium members, if any
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	
EUNIDA	West Bank and Gaza Strip	1.900.000	100	6	European Commission	MEDA/ ENPI	05/2006 - 09/2008	-
<p><b>Detailed description of project</b></p> <p>At the end of June 2006, the European Commission and member States established the Temporary International Mechanism (TIM) to provide direct support to the Palestinian population and bypassing the Hamas Government.</p> <p>The TIM, renewed every 3 months, addressed the basic social needs of the Palestinian population and focused on delivering aid to the poorest Palestinians.</p> <p>Following the establishment of the interim government, TIM implementation support was modified progressively to work directly with the Palestinian administration. Nevertheless, despite the real success of TIM in delivering essential social and financial support, its scope was much too limited to support the Palestinian recovery.</p> <p>To help the PA administration to meet the difficult challenges which were set out in the Palestinian Reform and Development Plan (PRDP), a new mechanism was put in place incorporating the flexibility and diversified instruments required to support the PRDP.</p> <p>From 2008, PEGASE, the new European Mechanism which replaced TIM, provided support to the three year Palestinian Reform and Development Plan. It was fully aligned with the main axes of the PRDP:</p> <ul style="list-style-type: none"> <li>• Governance,</li> <li>• Social Development,</li> <li>• Economic and Private sector Development and</li> <li>• Public Infrastructure Development.</li> </ul>								
<p><b>Type of services provided</b></p> <ul style="list-style-type: none"> <li>• Financial and development assistance</li> </ul>								

Ref no 11	Project title		Rapid Damage Assessment and Needs Identification Missions					
	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
EUNIDA	Lebanon	256.000	100	3	European Commission	ENPI	09/2006 (1st mission), 11/2006 (2nd mission)	-
<b>Detailed description of project</b>								
<p>Following a significant incursion into Lebanon by Israeli military forces in July 2006 and the resulting heavy damage to infrastructure in the south of the country, the European Commission engaged EUNIDA under <b>two separate contracts</b>:</p> <p>1/ to conduct a rapid damage assessment survey to identify outstanding needs and through</p> <p>2/ an additional Needs Identification Mission to enable the EC to determine the detail of any further assistance to be provided.</p> <p>The damage assessment was undertaken in two phases – first a damage assessment, followed by a specific needs assessment.</p> <p>The damage assessment was carried out by a number of civil engineers who assessed the damage to electrical infrastructure, water and sanitation facilities, and to bridges and roads, plus an economic expert who assessed the impact of the conflict upon Lebanon's social and economic development.</p> <p>Subsequently, the same team, but supported by an additional expert in housing, conducted the needs identification part of the assignment, scoping an EC programme of support covering infrastructure, economic and social sectors.</p>								

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For more information:

Jurgen Dierlmaier  
EUNIDA President  
33 Rue de la Charité  
1210 Brussels, Belgium  
T: +32 (0)2 229 27 60  
M: +32 (0)498 981 920  
E: [presidency@eunida.eu](mailto:presidency@eunida.eu)

Laura Boschi  
Head of Secretariat  
33 Rue de la Charité  
1210 Brussels, Belgium  
T: +32 (0)2 229 24 55  
M: +32 (0)498 981 935  
E: [laura.boschi@eunida.eu](mailto:laura.boschi@eunida.eu)

Postal address:

EUNIDA Secretariat  
147 Rue Haute  
1000 Brussels, Belgium  
T: +32 (0)2 229 2761  
E: [info@eunida.eu](mailto:info@eunida.eu)