

Project Fiche – IPA Multi-beneficiary programmes / Component I

1 IDENTIFICATION

Project Title	Regional School of Public Administration (ReSPA)
CRIS Decision number	2012/022-966
Project no.	01
MIPD Sector Code	1. Public Administration Reform
ELARG Statistical code	01.34 – Institutions
DAC Sector code	15110
Total cost (VAT excluded)¹	EUR 6 000 000
EU contribution	EUR 6 000 000
Management mode	Centralised
Responsible Unit	ELARG D3
Implementing modality	Stand alone project
Project implementation type	Grants, service contract
Zone benefiting from the action(s)	Western Balkans: Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro and Serbia, as well as Kosovo* Turkey

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

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

2 RATIONALE

2.1 PROJECT CONTEXT: ISSUES TO BE TACKLED AND NEEDS ADDRESSED

Public administration in the EU enlargement context

The Treaty of the European Union states that any European State complying with the principles of liberty, democracy, respect for human rights and fundamental freedoms and the rule of law may apply to become a member of the Union². Fulfilment of the political criteria features prominently in the Accession and European Partnerships and the situation is detailed further in the European Commission's annual Progress Reports.

Furthermore, the Copenhagen criteria defined in 1993 require that a candidate country should have stable institutions that guarantee democracy and the rule of law. Accession also entails that candidate countries create the conditions necessary for EU integration by adapting their public organisations, ensuring that legislation is implemented and enforced effectively through the appropriate structures.

The Copenhagen criteria were further refined at the Madrid European Council in December 1995, which stressed the importance of candidate countries' abilities to adjust their administrative and judicial set-ups in order to transpose EU Law and effectively implement it under the *EU Acquis*.

A good public administration system is therefore a pre-condition for EU membership and it is vital that policies defined by candidate countries as well as potential candidates are supported by corruption-free institutions and decision-making processes in a sustainable and accountable manner.

While democratic principles and values are mainly realised through political institutions and practices, they are also often shaped by national history, culture, social and economic factors. Public administration reform is a multi-faceted, multi-disciplinary process, which needs to be addressed holistically via top-down – e.g. via the development of new legislation – as well as bottom-up approaches – e.g. through "grassroots" initiatives and pilot actions.

The current approach in the enlargement region generates increased demand for EU support on Public Administration Reform (PAR), both in terms of policy advice and programming. The progress made to establish functioning public institutions varies across the region however, fundamental improvements are still needed. In a number of cases, weak state structures and public administration systems are hampering efforts towards EU accession. However, this prospect of EU accession provides an undeniable motivation for further reform.

The Commission's successive annual Enlargement Strategy papers have consistently underlined the overriding importance of administrative capacity and good governance as being a crucial aspect for candidate countries and potential candidates in fulfilling the Copenhagen criteria and taking on the obligations of membership, and in particular the need for a more professional, impartial as well as accountable civil service.

² Legal Basis: Articles 49 and 6 of the Treaty on European Union (TEU).

The need to reinforce governance capacities and to improve integrity in public life is mentioned in all of the recent Accession Partnerships and it also underlies European Partnerships and Stabilisation and Association Agreements.

More specifically, the various issues mentioned in the Accession Partnerships include the need to:

- Professionalize the civil service and improve staff competences;
- Improve management and control of public finances, including public procurement and external audit;
- Rationalise and complete the administrative legal framework;
- Improve the robustness of anti-corruption measures;
- Upgrade policy and regulatory capacities;
- Develop a territorial administration approach;
- Prepare for Decentralised Implementation Systems (DIS) and other Commission assistance operations.

All of the above priorities are common to all partners in the Western Balkans. Hence it is important to address them in a consistent and coordinated manner through a joint initiative like the Regional School of Public Administration (ReSPA). As such, ReSPA is a unique historical endeavour to support the creation of accountable, effective and professional public administration systems for the Western Balkans on their way to EU accession.

ReSPA: a phased development approach

The idea of an institution where civil servants from candidate countries or potential candidates can receive training was originally put forward at the EU-Western Balkans summit held on 21 June 2003 in Thessaloniki. The initial objective behind the ReSPA initiative was to boost regional co-operation in the field of public administration, strengthen administrative capacity and the development of human resources in line with the principles of the European Administrative Space. This project has been supported by the European Commission since its inception.

The conclusions and recommendations of a feasibility study launched in 2004 allowed a first group of experts to work on the initial steps of ReSPA in 2005. Following these recommendations, a phased approach was adopted for the establishment of ReSPA. It was formalised on 2 May 2006, when the ReSPA Protocol of Cooperation was signed in Brussels at Ministerial level in the presence of Commissioner Rehn.

Phase 1 started on 1 November 2006. During this phase, a Steering Committee was established. The Steering Committee was composed of delegates from the then seven ReSPA

partners³ and chaired by the European Commission. The role of the Steering Committee was to provide guidance and to review progress in the implementation of the ReSPA institutionalisation as well as its training and networking agendas. The Steering Committee held at least two and no more than four formal sessions in each calendar year.

Following the signature of the Protocol, the implementation of ReSPA began. The first ReSPA training activity took place in cooperation with the Civil Servants Agency in Skopje, in November 2006. ReSPA has reached cruise speed and is currently delivering around 2500 training days annually to participants from all beneficiaries in the region.

In order to prepare for the second phase, the Steering Committee of RESPA decided at its meeting in January 2008 to select Danilovgrad, Montenegro, as the future seat of the school. Following this, an international agreement was negotiated by all Parties and signed in November 2008 by the Republic of Albania, the Republic of Croatia, the Republic of Serbia, Montenegro and the former Yugoslav Republic of Macedonia. The international agreement was signed a few months later by Bosnia and Herzegovina⁴.

As stated in the international agreement, ReSPA was intended to become a fully-fledged organisation – i.e. Phase 2 - as soon as five ratifications would be completed. This took effect in July 2010, which allowed for the Governing Board of ReSPA (replacing the Steering Committee) to hold its inaugural meetings on 23 and 24 September 2010.

Phase 2 had three objectives: (i) to transform ReSPA from a virtual school of public administration into a physical legal entity with its own facilities and staff, (ii) to increase the visibility of ReSPA and (iii) to actively promote networking and co-operation with equivalent organisations.

A Director, Mr. Suad Musić, former Deputy Director of the Public Administration Reform Coordination Office of Bosnia and Herzegovina, was selected in Spring 2009 and took office in October 2010. The rest of the ReSPA staff was selected and started to work in Spring 2011.

ReSPA was officially inaugurated on 11 November 2010 by Commissioner Füle and Miko Djukanović, the then Prime Minister of Montenegro.

Gradually, ReSPA will not only be a training provider, but will become the nucleus of a network of the existing schools of Public Administration in the Western Balkans region, playing an advisory role to improve the performance and strengthen the capacities of national administrations.

2.2 LINK WITH MIPD AND NATIONAL SECTOR STRATEGIES

The IPA Multi-beneficiary Multi-annual Indicative Planning Document (MIPD) 2011-2013⁵ foresees support for the strengthening of public administration' capacities to implement efficient and effective reforms and foster democratic accountability, professionalism and

³ Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and UNMIK on behalf of Kosovo.

⁴ Kosovo has not signed the International Agreement establishing ReSPA.

⁵ C(2011) 4179 final of 20.6.2011

integrity within the Beneficiaries' institutions, under the heading "Public Administration" (section 3.2.).

The MIPD also foresees continued support to the Regional School of Public Administration (section 3.2.2.).

At a formal level, all of the Beneficiaries have public administration reform programmes incorporated into their National Development Plans⁶. The main issues for each of them can be summarised as follows:

Albania

Current public administration reform efforts need to be more strongly supported and their scope still appears rather limited in comparison with the challenges. . Currently four major draft laws are under discussion (at different stages of the adoption process): a draft law on administrative courts, a new draft law on general administrative procedure, a new civil service law and a new law on the organization of State administration. The drive for improved professionalism might encounter significant difficulties in the current political situation. The main efforts should focus on strengthening checks and balances in the system (especially administrative justice and procedures), consolidating the public finance system (including procurement/concessions) and improving the quality of policy and law-making.

Bosnia and Herzegovina

The extent to which the public governance system adequately respects the Rule of Law remains a serious source of concern. The current electoral system and the institutions formed thereof have been found (again) to be in contradiction with the European Charter of Human Rights, as has been reiterated by the European Court of Human Rights. The freedom of the media has been further endangered since the previous assessment and the poor quality of legislation is still a common problem. Little progress has been made in the areas of Public Financial Internal Control and Public Procurement. Corruption remains a very serious problem and government efforts to combat it have been weak. In December 2009, the Parliamentary Assembly of Bosnia and Herzegovina adopted the Law on the Agency for Corruption Prevention and Coordination of the Fight against Corruption. However, the establishment of the Agency is delayed. Efforts to reform public administration receive little or no political support from domestic political forces and have failed to address the administration's acute problems. These problems include inadequate human resources, overlapping competencies, lack of coordination between and across levels of government, absence of a consensual or co-operative administrative culture, and continuous political interference in the hiring and management of civil servants.

Croatia

Although horizontal governance management systems should further increase robustness, a number of actions aimed at strengthening all three branches of government show positive developments. The legal framework still suffers from a persistent formalistic and detailed approach, which reduces management effectiveness, increases costs for the administration and for citizens, and creates legal loopholes requiring continuous amendments. The establishment of a separate Ministry of Administration has created better conditions for political visibility

⁶ These country summaries are condensed from SIGMA assessment 2011

and the guidance of the public administration reform process. Politicisation is still problematic and contributes to reducing the attractiveness of the civil service and to public distrust of public services. Remarkable efforts are being made to improve Croatia's integrity system. Rules on the financing of political campaigns and political parties need to be reviewed in order to reinforce transparency and control. The public administration's capacity is increasing but it is still weak in terms of financial and human (both in quantity and quality) resources. Line ministries' capacities for policy development and law drafting remain variable and generally weak. The somewhat formalistic approach that continues to govern the management of procurement processes still needs to be eliminated. Increased capacity-building, not only on compliance issues but also on the more general objectives of procurement rules and the operation of procurement markets in a market economy, would also be welcome. Although some progress has been made in the past year, the Croatian Public Expenditure Management system does not yet comply with good international practice.

the former Yugoslav Republic of Macedonia

The main efforts should focus on strengthening checks and balances in the politico-administrative system (especially administrative justice and procedures as well as constitutionally independent institutions), consolidating the public finance system (including procurement/concessions) and improving the quality of policy-making and law-making systems. The Public Procurement Law is nearly fully compliant and harmonised with the new EC Public Procurement Directives. An area of serious concern, however, is the lack of positive developments with regard to the Law on Public Private Partnership and Concessions.

Montenegro

The main area of concern is the extent to which the public governance system adequately respects the rule of law (i.e. compliance with the law on the part of the government, individuals and economic operators; the proper functioning of the judiciary and the consistent application of fair procedures by the administration). The merit system in civil service management is neither recognised in legislation nor applied in practice. The Human Resources Management Authority lacks the capacity to fulfil its role in promoting and monitoring the implementation of the Civil Service Law and ensuring homogeneous human resources management standards across the state administration. The capacity to design sound fiscal policies was improved in recent years, e.g. with respect to a better inclusion of structural reforms in medium-term planning documents. Montenegro's anti-corruption programme is significant, but concerns remain about the likely ineffectiveness of the Conflict of Interest Commission and the enforceability of the conflict-of-interest provisions regarding politicians, public procurement, privatisation, concessions and control of political party financing.

Serbia

The Serbian State concentrates power in the hands of the Government, which tends to weaken checks and balances, including the judicial system, ombudsman-type institutions, and External Audit, thus weakening the accountability system. Media tends to be dominated by individual interests and the law on Access to Public Information is also severely constrained in practice. A better regulation is needed to ensure transparency as well as to protect state secrets, personal data and confidential information, so as to set a sounder balance between transparency and confidentiality in administrative action. The poor quality of legislation is

still a common problem. Corruption is still one of the most pressing problems in Serbia, although there has been some improvement in comparison to previous years due to both legislative activities and better implementation of anti-corruption measures. Despite recent progress, the Public Expenditure Management (PEM) system needs to be strengthened and modernised. The current Public Procurement Law (PPL) came into force at the beginning of 2009 and has brought positive changes to Serbia's public procurement system. There has been no progress in the area of concessions and public-private partnerships (PPPs).

Kosovo

The governance system is improving but it is still weak. A significant effort is being made in preparing new pieces of legislation but ownership and the capacity to implement the legal framework remains an issue. Common standards in the organisation and functioning of the administration are not the rule and therefore the administrative decision-making process is confusing and inefficient, leading to legal uncertainty. The functioning of a system of checks and balances over executive power needs to be further developed, and a high level of corruption is perceived across all sectors. Better legislation, ethical governance, a transparent and functional administration, an efficient judicial system and better enforcement capacity are the key directions for change. Politicisation of the public administration and the judiciary continues. Despite attempts to improve the selection system, EULEX has reported concerns about the independence of judges. The legislation for *Public Expenditure Management* is in place and contains many elements required by international standards and practices. However, in some areas, discrepancies between the legislation and its implementation remain.

Turkey

Administrative justice needs to be improved. Values and principles of good governance such as openness, participation, transparency and accountability should be promoted. Corruption remains to be a concern and works for a new legislation of the financing of the political parties and election campaigns should be accelerated. However, over the past years, government considered the struggle against corruption as a priority and progress has been made: the long awaited national anti-corruption strategy has been adopted. Integrity in all spheres of public life (politicians, judiciary, public administration, military), as well as in private sector remain a matter of concern in Turkey. The government seems at the time of writing to be strongly committed to reforming the systems of public procurement, concessions and PPPs, in order to achieve full alignment with EU law and to meet European standards. However, in parallel, the magnitude, the complexity and the variety of interests within the administration and the political sphere complicates and risks delaying the reform process.

2.3 LINK WITH ACCESSION PARTNERSHIP (AP) / EUROPEAN PARTNERSHIP (EP) / STABILISATION AND ASSOCIATION AGREEMENT (SAA) / ANNUAL PROGRESS REPORT

The political criteria for EU accession require effective functioning of democratic institutions. As highlighted in its successive Enlargement Strategy documents, the European Commission will pay close attention to the existence of an independent, professional, merit-based, transparent and accountable public administration.

Civil service legislation is an example of legislation that, although it does not belong to any specific *acquis* chapter, appears to have been considered as a condition for accession. Administrative capacity to implement the *acquis* could consequently be seen as a pre-requisite of membership. Judicial capacity in particular is a pre-condition for meeting the political

accession criteria (democracy and rule of law), from which the principles of good governance are derived.

As such, ReSPA is a regional initiative, consisting of representatives from the Western Balkans. As ReSPA aims to become the nucleus of a network of the existing schools of public administration in the region and play an advisory role to improve the performance of national public administration systems, its development is fully compatible with and complementary to the national development plans concerning the reform of public administration,.

The European Commission Communication on "Western Balkans: Enhancing the European Perspective"⁷ makes, under the chapter on good governance, a direct reference to ReSPA and indicates the commitment of the European Commission to support its establishment and to provide funding for the preparatory stages of the project.

2.4 PROBLEM ANALYSIS

ReSPA needs to develop into *an umbrella organisation to facilitate the exchange of good practices* by combining both academic education and professional training dimensions.

The following rules have been agreed in relation to programming IPA Multi-Beneficiary interventions for the Public Administration and Governance sector:

- *Need to use existing facilities first*: ReSPA should prove its usefulness and its efficiency. It should be regarded as the primary initiative through which the regional and horizontal needs identified for support may be addressed;
- *Specific new IPA Multi-Beneficiary projects should be carefully thought out and remain limited in number*: these specific in-depth interventions should be retained when the existing schemes are neither sufficiently adapted nor fully adapted to meet the needs of the Beneficiaries.

ReSPA is, and will, remain a unique conduit to sustain public administration reform and good governance on a regional or horizontal level. Some of the proposed priority areas for multi-beneficiary support identified by Beneficiaries can be fully or partly addressed through ReSPA. This is the case in particular of two new components to be implemented under ReSPA which are also opened to non-ReSPA members: 'Strategic Planning and Budgeting' and 'Strengthening Democratic Governance and Trust in Public Services', as well as to a certain extent the project planned under IPA 2012 on 'Parliamentary Cooperation'.

Support to the core activities of ReSPA (training to be held at the campus in Danilovgrad, Montenegro) will therefore be extended. Alongside the core training and other capacity-building activities of ReSPA, activities of good practice exchange will also be planned under these two specific components, which will aim to foster cross-fertilisation of concepts and initiatives between stakeholders in the Western Balkans and beyond (Turkey in particular). ReSPA competencies will be complemented by other strategic networking partners from the region (e.g. the Center of Excellence in Finance). These arrangements have a number of advantages:

⁷ COM(2008)127 final, of 5.3.2008

- they will allow the European Commission to respond to the needs identified by the Beneficiaries as priorities in a focused manner: most soft support activities would be concentrated in one single instrument evolving around the ReSPA institution – i.e. more clarity for EU interventions;
- they will allow for a widened partnership, i.e. the participation of Beneficiaries who are not members of the ReSPA institution, in particular Turkey;
- they will reinforce ReSPA's positive reputation, image and visibility in the enlargement region and beyond;
- they will contribute towards the effective and sustainable running of the ReSPA campus– i.e. events other than the core ReSPA training and seminars could be held in Danilovgrad.

Improving strategic planning and budgeting is an important pre-requisite for economic growth and reform in this area and is essential in the perspective of EU accession. It lays down a sound basis for the implementation of programme budgeting and for the establishment and development of strict fiscal discipline and sound financial management. There is a common need in the enlargement region to improve public financial management and control, which is one of the first steps towards any further reform of public administration systems.

Strategic planning on a central level is often not sufficiently developed at an appropriate level and coordination among the institutions concerned remains weak. Furthermore, support is required in the context of the current economic crisis, but also in the perspective of decentralisation of assistance, e.g. Human Resources, Regional and Rural Development IPA components.

As was highlighted at the conference "*Effective Support for Enlargement*" held in Brussels on 19 October 2009, there is now a move towards linking EU objectives and country sector strategies in the programming of assistance. Developing sector strategies is yet another objective which will imply for all Beneficiaries the need to establish an efficient public expenditure framework at sector level, through which budgets can be reviewed and updated. This new approach will prove to be a challenging task and will entail that partners should develop coherent budget planning on a multi-annual basis (to include national public funds complemented by planned assistance) in the sector(s) identified and ensure predictability of assistance, whilst adjusting budgetary cycles where necessary.

Another aspect linked to this relates to the fiscal policy area, particularly if we consider the impact of the global financial crisis on the region. Although not directly connected to budgeting, this area of intervention is highly relevant to macroeconomic planning, namely in the context of preparation by the potential candidates of the Economic and Fiscal Programmes (EFP).

A number of other capacity-building activities have already been implemented in this field as part of ReSPA and it is proposed that ReSPA support should be used primarily to address common needs in this field, as part of a specific and clearly defined component, i.e. via its networking cooperation with the Center of Excellence in Finance that has acquired extensive knowledge of the region.

Experience shows that the civil service and the public administrations in the enlargement region have a number of shortcomings. These include: limited delegation of powers; slow de-politicisation of important management positions; low salaries, which prohibit attracting and

retaining qualified civil servants; lack of clear performance appraisal indicators related to the evaluation of the civil servants and their remuneration; insufficient capacities for human resources planning and management; etc.

Priorities therefore include the need to gear policies towards citizens first, to professionalise the civil service (through for example de-politicisation, fight against corruption, "meritocracy"-based system, decision-making through predictability) and to improve, as well as to promote a professional and efficient Public Administration System.

This project fiche is the output of a number of workshops organised in the zone benefiting from the actions between November 2010 and May 2011 mainly within the framework of the IPA Multi-Beneficiary Working Group on Public Administration & Governance and with the active participation of all the stakeholders concerned.

The key objective of this project is to improve governance by making public administrations more reliable and to increase citizens' trust in government. This entails, amongst others, (i) institutionalising transparency and access to information, (ii) improving systems to facilitate the effective treatment of citizens' complaints against mismanagement in public services (e.g. Ombudsman Offices), and above all enhancing public administration staff capacities within and introducing quality management instruments in the public administration institutions, e.g. Common Assessment Frameworks (CAF) model and/or TQM (Total Quality Management) methodologies.

Additionally, in the absence of a particular EU *acquis* addressing the area of public administration, the guiding principles that underlie PAR and, more importantly, the mechanisms to apply them, will be addressed on an individual basis with each beneficiary. Beneficiaries are struggling to interpret the scope of these guiding principles and to translate them into concrete effective measures towards a good model of democratic governance.

2.5 LINKED ACTIVITIES AND DONOR COORDINATION

Based on the experience obtained through the SIGMA programme, the OECD was asked by the European Commission to act as the Secretariat of ReSPA, initiate the coordination of training activities and assist the Chair of the Steering Committee, i.e. European Commission. As of January 2009, the Secretariat function was passed on to the European Institute of Public Administration (EIPA).

Financial support was provided by the European Commission for technical assistance within the framework of CARDS and the Instrument for Pre-accession Assistance (IPA) via a direct contribution agreement with the OECD for a total value of EUR 2.5 million and two successive service contracts with EIPA for a total value of EUR 4 million.

The IPA Multi-Beneficiary programme 2009 earmarked financial support of up to EUR 2.4 million for the activities to be developed and implemented by ReSPA through a direct contribution agreement with the European Commission. The same IPA Multi-Beneficiary programme also provided for the purchase of IT and electronic supplies as well as furniture for the ReSPA site – delivered and installed in July 2009 - for which supply contracts were signed between the European Commission and two Italian companies for a total value of EUR 0.85 million.

The support provided to ReSPA is summarised in the table below:

<i>Project</i>	<i>Programming</i>		<i>Implementation</i>				
	<i>Programme</i>	<i>Year</i>	<i>Contractual Arrangements</i>	<i>Contractor</i>	<i>EU Contribution</i>	<i>Start Date</i>	<i>End Date</i>
Support to ReSPA	CARDS	2006	Contribution agreement with an international organisation	OECD	€ 2,360,439	01 Nov 2006	30 Apr 2009
Turnkey contract to supply equipment, install and commission equipment for ReSPA	IPA	2008	Specific Contract (Framework Contract)	Agriconsulting Europe S.A.	€ 66,535	01 Oct 2008	15 Sep 2009
ReSPA Computer and electronic equipment	IPA	2008	Supply contract	Agmin Italy	€ 361,842	14 Dec 2009	14 Sep 2011
ReSPA Furniture	IPA	2008	Supply contract	Doimo Salotti	€ 490,953	22 Dec 2009	22 Sep 2011
Strengthening the administrative capacity of ReSPA and support to ReSPA activities	IPA	2008	Service contract	European Institute of Public Administration (EIPA)	€ 2,000,000	01 Jan 2009	31 Mar 2010
Strengthening the administrative capacity of ReSPA and support to ReSPA activities	IPA	2009	Service contract	European Institute of Public Administration (EIPA)	€ 2,000,000	01 Apr 2010	30 Sep 2011
Running of ReSPA and organisation ReSPA activities	IPA	2009	Contribution agreement	Regional School of Public Administration	€ 2,400,000	30 Nov 2010	30 Nov 2012

Additionally, several ReSPA members have received assistance or plan to receive assistance under IPA national programmes in order to support the reform of public administration. Other donors (international organisations and some EU Member States) have also supported public administration reform in the region. The Center of Excellence in Finance has been contributing to the region's capacity in IPA programming.

Support from national IPA programmes is essential for the successful upgrading of the national public administration training schools/agencies. The ReSPA project should not replace but complement national programmes, helping the coordination among the national training schools/agencies and facilitating their cooperation. In parallel, the national IPA programmes cover beneficiary-specific actions and the institutional support at a national level.

An indicative list of IPA national projects is shown below:

<i>Beneficiary</i>	<i>Year</i>	<i>Project Title</i>	<i>EU Contribution</i>
Albania	2007	Preparation of the Albanian Authorities for the Decentralisation of Management of EU Assistance	€ 1,000,000
Albania	2008	Preparation for Civil Service Reform	€ 1,000,000
Albania	2008	Support for the strengthening of the Albanian Public Procurement, Concessions and Public Auctions Systems	€ 1,500,000
Albania	2009	Improvement of the Albania's preparedness for Decentralised Management	€ 1,500,000
Albania	2009	Building an e-Government Infrastructure that is in line with EU Personal Data Protection standards	€ 4,000,000
Albania	2010	Strengthening the Assembly of Albania	€ 1,500,000
Bosnia and Herzegovina	2008	Further Support to the PARCO - Capacity building of the PARCO in support of the PAR Strategy Implementation and donor coordination	€ 1,500,000
Bosnia and Herzegovina	2008	Reinforcement of local democracy	€ 1,500,000
Bosnia and Herzegovina	2009	Support to Economic and Fiscal Policy	€ 2,000,000
Bosnia and Herzegovina	2010	Coordination of policy making capacities and public financial management	€ 3,000,000
Bosnia and Herzegovina	2010	Information Systems in Public Institutions	€ 1,350,000
Croatia	2008	Implementation of the General Administrative Procedures Act	€ 1,500,000
the former Yugoslav Republic of Macedonia	2007	Support to the implementation of the Public Administration Reform	€ 2,000,000
the former Yugoslav Republic of Macedonia	2008	Supporting the process of fiscal decentralisation through strengthening the capacities for sound financial management and internal financial control on local and central level	€ 1,350,000
the former Yugoslav Republic of Macedonia	2008	Support to the Public Procurement System	€ 1,200,000
the former Yugoslav Republic of Macedonia	2009	Building effective and democratic local government	€ 990,000
the former Yugoslav Republic of Macedonia	2009	Technical Assistance to the Civil Servants Agency (CSA) and Strengthening the Implementation of the National System for Training Coordination	€ 990,000
the former Yugoslav Republic of Macedonia	2010	Technical assistance to institutions in charge of implementation of the civil service and public administration reform	€ 2,085,000
Montenegro	2007	Further development and strengthening of the public	€ 1,250,000

<i>Beneficiary</i>	<i>Year</i>	<i>Project Title</i>	<i>EU Contribution</i>
		procurement system in the Republic of Montenegro	
Montenegro	2008	Support to Local Government Reform	€ 4,300,000
Montenegro	2009	Strengthening the management and control systems for EU financial assistance in Montenegro	€ 2,000,000
Montenegro	2010	Support to Local Self-Government for implementation of the NTS and provision of grants to municipalities	€ 3,500,000
Serbia	2007	Municipal Support Programme (MSP)	€ 22,000,000
Serbia	2007	Strengthening the Serbian Public Procurement System	€ 2,000,000
Serbia	2007	Support to Strengthening of the Ombudsman's Office	€ 1,00,000
Serbia	2007	Support to the implementation of the management of EU funds under a Decentralised Implementation System in the Republic of Serbia	€ 2,000,000
Serbia	2008	Support to the Development of Public Internal Financial Control (PIFC) Phase 3	€ 2,000,000
Serbia	2010	Support to implementation of Public Administration Reform process	€ 6,500,000
Serbia	2010	Support to the Ministry of Finance - Treasury Administration capacity building	€ 2,000,000
Kosovo	2007	Supporting local government and decentralisation	€ 12,400,000
Kosovo	2007	Meeting EU Standards in Public Procurement	€ 1,500,000
Kosovo	2008	Public Finance Administration	€ 6,600,000
Kosovo	2009	Strengthening the human resources and the institutional capacity of the Kosovo Local Public Administration	€ 6,500,000
Kosovo	2010	Public administration reform	€ 5,500,000
Turkey	2007	Support to further implementation of local administration reform in Turkey	€ 4,000,000
Turkey	2007	Strengthening the Public Financial Management and Control System in Turkey	€ 1,800,000
Turkey	2008	Participatory Strategic Governance at Local Level	€ 3,000,000
Turkey	2008	Decision Making and Performance Management in Public Finance	€ 2,176,000
Turkey	2008	Improving data quality in public accounts	€ 1,721,250
Turkey	2009	Consolidating Ethics in the Public Sector	€ 1,200,000
Turkey	2009	Strengthening Institutional Capacity of Inspection boards within Public Financial Management Control	€ 1,670,000

<i>Beneficiary</i>	<i>Year</i>	<i>Project Title</i>	<i>EU Contribution</i>
		(PFMC) system.	
Turkey	2009	Strengthening the Coordination of Anti Corruption Policies and Practices	€ 1,360,000
Turkey	2010	Improved Strategic Management Capacity	€ 2,330,000

It is also intended to continue to collaborate with SIGMA in order to ensure consistency in the approach and interventions taken.

2.6 LESSONS LEARNED

Progress up to now has proven that all Beneficiaries are strongly committed to ReSPA and its envisaged networking partners on specific capacity building components.

By its nature, the activities and services provided by ReSPA have to be supported institutionally via its Governing Board, which is made up of representatives of the member countries. Moreover, the operational costs of ReSPA are covered by annual financial contributions from its members.

As a result, ReSPA is well embedded in relevant national structures and is part of the institutional landscape of the region. ReSPA's success is based on its high level of ownership and commitment from its members. The project's three envisaged components will potentially highlight opportunities for deepened training and exchange activities within national and multi-beneficiary capacity building agendas. The whole process is long lasting and exceeds the limits of the lifespan of a project, which is expected to cater also for the continuation of the stream of benefits resulting from the various activities.

3 DESCRIPTION

3.1 OVERALL OBJECTIVE OF THE PROJECT

To strengthen the administrative capacity as required by the European integration process, in line with the principles of the European Administrative Space⁸.

3.2 SPECIFIC OBJECTIVE(S) OF THE PROJECT

Regional School of Public Administration (ReSPA) developed and acknowledged as a regional hub for capacity-building and networking in the field of public governance, emphasising excellence, innovation and ownership.

⁸ Developed by SIGMA, the concept of a common "European Administrative Space" relies on minimum acceptable standards or baselines for action of political bodies and public administration, which are defined by law and enforced in practice through relevant procedures and accountability mechanisms. The idea of a common space does not imply that countries should harmonise their arrangements for public administration or converge towards one single model. The European Administrative Space rather aims at being a process of convergence towards a "European reference" for public administration.

3.3 RESULTS

Component 1: Mainstream ReSPA activities (Annual Work Programmes)

Specific objective:

Professional training, networking events and other activities developed and delivered with a view to up-grading the professionalism of the civil service and promoting European integration in ReSPA's member countries through regional cooperation.

Results:

Result 1.1.: The administrative capacity needs of the Beneficiaries are addressed through the setting-up of targeted multi-country programmes, activities and tools;

Result 1.2.: Efficient and effective delivery of training and other capacity-building activities is ensured;

Result 1.3.: Cooperation channels and cross-fertilisation with EU practices and stakeholders are promoted;

Result 1.4.: Visibility of ReSPA as a key instrument in the area of training in the field of public administration is enhanced.

Indicators:

(Indicators linked to Result 1.1.)

- Regional training needs analysis produced on a yearly basis;
- Annual Work Programme adopted by the Governing Board on yearly basis;
- Resource centre maintained;
- High quality of methodological guidelines based on good practice for training and education programmes developed and disseminated;
- Outputs/documents generated through training and other capacity-building or networking activities are used by Beneficiaries as added value tools and reference materials, e.g. thematic publications, surveys, studies, handbooks, fact sheets.

(Indicators linked to Result 1.2.)

- At least 2 500 training man-days delivered per year – outside the specific training for Parliaments (linked to the IPA 2012 project on parliamentary cooperation) and the follow-up of the "Training in Public Procurement" IPA 2009 project (handed over from ITC-ILO);
- Improved number and quality of capacity-building activities on EU integration targeting Parliaments in the Western Balkans and Turkey (linked to the IPA 2012 project on parliamentary cooperation);
- Improved Number and quality of capacity-building activities on public procurement carried out as a follow-up on the IPA 2009 project "Training in Public Procurement in the Western Balkans and Turkey";
- Improved number and quality of local experts involved in the delivery of training;
- Establishment and maintenance of a database of Public Administration experts;
- Training programmes established;

- Terms of References for Experts drafted;
- Improved number of events, including trainings, conferences and networks, organised;
- Higher number and quality of mobility schemes developed involving representatives of the public bodies from ReSPA members, and number of participants;
- Quality of organisational aspects, including logistics, materials, social and cultural activities, etc.;
- Good level of satisfaction of participants regarding the quality of the training organised (both in terms of contents and logistics) measured through evaluation forms;
- Training and other activity reports prepared;
- Progress report on ReSPA's activities for Governing Board meetings.

(Indicators linked to Result 1.3.)

- Improved number of exchanges (study visits, bilateral collaborations, etc.) with EU Member States;
- Participation of ReSPA staff and ReSPA members in EU and other international events and activities;
- Level of cooperation between ReSPA and similar institutions or networks in the region as well as in the European Union;
- Specific networking activities organised by ReSPA, e.g. meetings of heads of schools of public administration of SEE and EU.

(Indicators linked to Result 1.4.)

- ReSPA website regularly updated and acknowledged as a useful tool for information dissemination and exchanges between beneficiaries (internet forum for public governance community of practitioners, etc.) and other communications and promotional tools/goods, e.g. brochures, etc.;
- Number of ReSPA newsletter issues prepared, printed and distributed – at least two issues per year;
- Number, relevance and quality of thematic publications and studies prepared and printed, including guidelines/manuals or fact sheets produced;
- ReSPA is represented at events (conferences, fairs, etc.) in a professional manner in the Western Balkans and beyond;
- Level of media coverage, e.g. number of articles published;
- Development of a ReSPA communication and media strategy.

Component 2: Strategic planning and budgeting

Specific objective:

Beneficiary public administration officials' capacities strengthened, experience and good practices shared across the region in order to help improve the development of the medium-term macroeconomic, fiscal and budgetary frameworks across public sectors.

Results:

- Result 2.1.: Officials involved in *medium-term macroeconomic policy design*, implementation and coordination, including those working at line ministries, have exchanged best practices and experience and acquired new knowledge and skills;

- Result 2.2.: Officials involved in *medium-term fiscal and budgetary policy design*, implementation and coordination, including those working at line ministries, have exchanged best practices and experience and acquired new knowledge and skills;

Indicators:

- Improved number and quality of training activities with reference to previous ReSPA project;
- Improved number of people trained with reference to previous ReSPA project;
- Higher number of (local) experts involved in the delivery of training with respect to previous ReSPA project;
- At least 70% of people reporting their improved knowledge;
- Evaluation score of the participants' satisfaction with the training activities (both in terms of contents and logistics).

Component 3: Strengthening democratic governance and trust in public services (Quality of Public Services - QPS)

Specific objective:

Appropriate methodologies and tools to measure the Quality of Public Services (QPS) established and launched in the Western Balkans and Turkey.

Results:

Result 3.1.: EU and regional best practices of measurement of QPS surveyed and evaluated and relevant practices retained for further consideration;

Result 3.2.: Pilot target Public Service (PS) areas for best practices evaluated and defined;

Result 3.3.: Methodologies and tools (toolbox) for the measurement of QPS in targeted Public Service (PS) areas in the region defined and prepared for launching;

Result 3.4.: QPS Training Programme developed;

Result 3.5.: Increased awareness of the outcomes and findings of the QPS survey project.

Indicators:

(Indicators linked to Result 3.1.)

- At least three EU and all regional best practices surveyed and evaluated;
- Study tours to at least 3 EU and 3 target countries conducted;
- At least two staff from each beneficiary participate in each study tour;
- At least one project event implemented with the participation of at least 40 staff from the beneficiaries;

(Indicators linked to Result 3.2.)

- At least two pilot target Public Service areas (or sectors) evaluated, defined and approved by the Project Steering Committee;

- At least one project event implemented with the participation of at least 40 staff from the beneficiaries;

(Indicators linked to Result 3.3.)

- Full set of methodologies and tools for measuring the QPS approved by the Steering Committee;
- At least one project event implemented with the participation of at least 40 staff from the beneficiaries;

(Indicators linked to Result 3.4.)

- Approved training programme on the QPS available;
- At least one project event implemented with the participation of at least 40 staff from the beneficiaries;

(Indicators linked to Result 3.5.)

- Project publications available and disseminated;
- Project Internet site (part of ReSPA website) regularly used for both networking purposes and information of wider target groups;
- At least 250 people from the region participate in the final event.

3.4 MAIN ACTIVITIES

Component 1: Mainstream ReSPA activities (ReSPA Annual Programmes of Work)

Activities related to Result 1.1.: The administrative capacity needs of the Beneficiaries are addressed through the setting-up of targeted programmes of activities and tools

- *Regional needs analysis:* ReSPA will conduct annual training needs analyses in cooperation with its Members in order to identify the training needs which can be effectively addressed at a regional level;
- *Annual programme of training and other capacity-building activities:* on the basis of the annual analyses of training needs at a regional level, ReSPA will put together a training programme and other capacity-building activities, the detailed contents of which will be agreed by the Governing Board;
- *ReSPA Resource Centre:* ReSPA will facilitate the collection and development of methodological guidelines and other materials for effective training, encourage innovation, the co-operative development of training materials, as well as strengthen the research base of training and education in the area of public administration – this will also involve the collection of reference materials and tools to be made available to all ReSPA members and users (database) as well as the production of specific added value tools and other reference materials as a result of ReSPA's own training and other networking activities, e.g. thematic publications, research activities (surveys, studies...), handbooks, fact sheets, etc.. Materials will be available at the ReSPA site in Danilovgrad as well as referenced (if not available) on the ReSPA website;

Activities related to Result 1.2.: Efficient and effective delivery of training and other capacity-building activities is ensured

- *Training of public servants*: ReSPA will deliver training (annual Programme of Work) to mixed groups of public servants from the Members' public administration systems, including through seminars, networking events, mobility schemes, summer/winter schools and other events – it is expected an average 2500 training man days will be delivered on an annual basis;
- *Training / capacity-building on EU integration targeting Parliaments in the region (Western Balkans and Turkey)*: exchanges of experience and good practices and improvement of capacities of Parliaments in terms of legislative process and approximation of the *EU acquis* (including harmonisation of approaches) are some of the key expected results of the IPA Multi-Beneficiary project "Parliamentary Cooperation in the Western Balkans and Turkey – Support to the Cetinje Parliamentary Forum".

While the analysis of needs and gaps will be performed within the framework of the above initiative, the delivery of most training activities will be handed over to ReSPA (a section of ReSPA's annual Programme of Work will therefore be dedicated to parliamentary cooperation, which will involve all beneficiaries in the Western Balkans as well as Turkey);

- *Training in Public Procurement in the Western Balkans and Turkey* is an IPA 2009 Multi-Beneficiary project implemented by the International Training Center of the International Training Organisation (ITC-ILO) until the end of 2012. It has been agreed that the final outputs of the project will be handed over to ReSPA, thus ensuring the project sustainability. Activities to be planned and coordinated by ReSPA include the organisation of refresher courses (Train-the-Trainer courses), possible new courses for new trainer candidates, maintenance of the e-platform (as well as entire project website) on training in public procurement, etc;
- *ReSPA events, including Annual Conference*: ReSPA's annual Programmes of Work will also include the organisation of specific events, among which the Annual ReSPA Conference;
- *ReSPA mobility schemes*: ReSPA will organise targeted exchange programmes, with a view to allowing public servants to gain experience from different contexts, in particular EU Member States – these will be mainly based on exchanges established with schools and institutes of public administration in EU Member States or other networks;

Activities related to Result 1.3.: Promote the exchange of best practices between the EU members and beneficiaries

- *Creation of partnerships between ReSPA and its counterparts*: ReSPA will stimulate co-operation between public administration institutions of its members and similar institutions of the region and European Union Member States – this will also involve holding regular conferences (see Result 2) and other networking events, as well as study visits to EU Member States and meetings with the heads of schools and institutes of public administration of SEE and EU Member States, with a view to identifying collaborative arrangements for future ReSPA activities, in particular training;

- *Participation in networks:* ReSPA will ensure its presence in European and international networks, either through formal membership or participation in their activities/events (e.g. NISPAcee – the Network for Institutes and Schools of Public Administration in Central and Eastern Europe EGPA – European Group for Public Administration and IIASA – International Legal Alliance Summit Awards - annual events)– including through the delivery of presentations on its activities or the organisation of information stands, thus enhancing information and experience exchange as well as its visibility as a major partner in relevant European and international arenas.

Activities related to Result 1.4.: Visibility of ReSPA as a key instrument in the area of training in the field of public administration is enhanced

- *ReSPA website and other products:* this will involve the maintenance of the ReSPA website, the creation of ReSPA brochures and other visibility products, etc.;
- *ReSPA newsletters and publications:* regular newsletters will be drafted and made available on the ReSPA website as well as thematic publications and other fact sheets (see Result 1.1.);
- ReSPA presence at events in the region and beyond (see activities linked to Result 1.3.);
- *Media and press coverage:* ReSPA will maintain regular contacts with the press/media, thus ensuring widespread communication about its activities.

Component 2: Strategic planning and budgeting

An exchange with the Center of Excellence in Finance, based in Ljubljana, was initiated in 2010 and discussions on the format and contents of this future ReSPA component were launched within the framework of the third meeting of the Working Group on Public Administration & Governance, held on 9 and 10 November 2010 in Danilovgrad. These were further developed through the creation of a Task Force, which met in Ljubljana on 10 and 11 February 2011 and reconvened at the fourth meeting of the Working Group on 14 and 15 April 2011.

Needs identified by the Task Force cover the following aspects: Ineffective medium-term macro-economic framework (e.g. Inadequate forecasts & scenarios and Insufficient macro-economic policy analysis and design); Ineffective medium-term fiscal framework (e.g. medium term economic and budgetary framework not fully operational or unclear fiscal rules and institutional arrangements); Insufficient integration of national planning processes and reporting for Pre-accession Economic Programmes (PEPs) and Economic and Fiscal Programmes (EFPs) (e.g. discrepancies in quality of medium-term planning documents and insufficient policy coordination in strategic planning among key stakeholders); Insufficient incorporation of structural policies (e.g. insufficient budgeting of structural policies and ambiguity about needed inputs from line ministries).

The overall objective is to contribute to strengthening of beneficiary countries' capacity to design and implement medium-term fiscal and economic policy.

This component is open to non-ReSPA members as well, including Turkey in particular. The activities will be led by the Center of Excellence in Finance and will be based on a region-wide partnership (Ministries of Finance, Central Banks, etc.) as well as collaborations with other international bodies (International Monetary Fund, Joint Vienna Institute, etc.), the European Commission (ECFIN in particular) and others.

Activities related to Results 2.1. and 2.2.: Officials involved in medium-term macroeconomic and/or fiscal and budgetary policy design, implementation and coordination, including those working at line ministries, have exchanged best practices and experience and acquired new knowledge and skills.

-
- *Provide training activities for officials involved in the design, implementation and coordination of medium-term 1.) macroeconomic and 2.) fiscal and budgetary policy, including those who are working at line ministries:*
 - a. Design of cross-country participatory trainings, of online collaboration activities, and of monitoring and evaluation procedures
 - b. Explore options to start a Community of Practice (CoP) network and to make such a CoP sustainable
 - c. Deliver cross-country participatory training activities through the implementation of e.g. workshops, study visits, high-level dialogues, and networking activities
 - d. Identify and support regional expertise and train the trainers.

Component 3: Strengthening democratic governance and trust in public services (Quality of Public Services)

Discussions on the objectives of this future ReSPA component were initiated at the Working Group meeting held in November 2010 in Danilovgrad, under the chairmanship of the Ministry of Information Society and Administration of the former Yugoslav Republic of Macedonia and facilitation provided by the Croatian Ministry of Public Administration. These were further developed at a technical meeting held in Danilovgrad on 3 and 4 March 2011.

Needs identified cover the following aspects: Better performance assessment for both individuals and organisations; Improved change of administrative culture; More efficient corrective measures; Better accountability and ownership; Better communication channels with the public; Enhanced coordination (at both horizontal and vertical levels); Improved freedom of information vs. privacy of information.

The overall objective of this ReSPA component is to upgrade administrative culture and to measure the quality of the public services.

This component is open to non-ReSPA members as well, including Turkey in particular.

Activities related to Result 3.1.: EU and regional best practices of measurement of QPS surveyed and evaluated, and relevant practices retained for further consideration

- Map and appraise the best measurement QPS practices in the EU against project requirements and West Balkans and Turkey specificities;
- Map and appraise the QPS measurement best practices in the region against the EU best practices;
- Conduct study tours to retain EU and the target region's best practices locations and areas;
- Carry out the synthesis of retained QPS measurement best practices (Project Event – 1);

Activities related to Result 3.2.: Pilot target Public Service areas for best practices evaluated and defined

-
- Identify and evaluate potential pilot Public Service target areas against the retained best EU and regional practices for measurement of QPS;
- Prepare the short-list of pilot Public Service target areas;
- Carry out the synthesis of the pilot Public Service areas approach (Project Event – 2);

Activities related to Result 3.3.: Methodologies and tools (toolbox) for measurement of QPS in targeted Public Service areas in the target region defined and prepared for distribution.

- Carry out surveys and needs assessment for each of the target PS pilot areas;
- Adapt the retain (best practice) methodologies and tools for application on targeted pilot Public Service areas in the Western Balkans and Turkey;
- Carry out the synthesis and presentation of the QPS methodologies and toolbox (Project Event – 3);

Activities related to Result 3.4.: Training Programme on the QPS developed

- Conduct the Training Needs Assessment;
- Prepare the training curricula ;
- Carry out the synthesis and presentation of the training programme on QPS (Project Event – 4);

Activities related to Result 3.5.: Increased awareness of the outcomes and findings of the project

- Disseminate the project information;

- Organising a final event on the results of the project.

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

The Beneficiaries have made progress in replying to the training needs of the public sector, namely through their own national instruments aiming at providing capacity-building. Training on various topics has been offered since ReSPA was established, which has been considered as very efficient and has brought Albanian public administration a step further to the European Union's standards.

As an example, Albania avails of a Training Institute of Public Administration as well as local training institutions for local government and also an Agency for Vocational and Professional Training. Bosnia and Herzegovina has three Civil Service Agencies, but no Institute for Public Administration. Montenegro established a Human Resources Management Authority in 2004 as a requirement under the Civil Servant Law. Croatia has established the Training Centre for Civil Servants within the Central State Office for Administration and in 2006 a new postgraduate programme in public administration was launched at the University of Zagreb. The former Yugoslav Republic of Macedonia has entered a new phase of its institutional reform: the Civil Servants Agency has ceased to exist and a new Ministry on Information Society and Administration was established in January 2011. The Kosovo Institute of Public Administration, responsible for training civil servants, is expected to play a central role in managing a coordinated response to the limited expertise across Kosovo's institutions. Whereas efforts are made at the national level, ReSPA is addressing the common needs of the Western Balkans.

In cooperation with the institutions of its members, ReSPA aims at enhancing the beneficiaries' administrative capacities in educating staff in line with the principles of the European Administrative Space and it will also help strengthen the skills of public servants working at the public administration in the process of EU policy implementation and regulation. Moreover, the fact that it also offers improved qualifications of public servants and develops networks of cooperation and exchange of experience and best practice, contributes to the overall objective.

3.6 SUSTAINABILITY

In order to ensure the sustainability of ReSPA, a plan of gradual development of the institution in different phases was agreed, as described in point 3.1. There is therefore a strategic vision for the development of ReSPA but there is also the commitment of the beneficiaries to collaborate for the success of this institution. This commitment was expressed through the signing of the Protocol of co-operation for the creation of ReSPA, signed in May 2006, and the subsequent signing of the International Agreement establishing ReSPA, which was ratified by all its six signatories.

ReSPA has shown that it is more sustainable to organise certain training activities at regional level rather than at national level. This ensures that public servants from different countries are trained on similar topics, which may serve as a nucleus for potential ideas that may be developed further at national level by the ReSPA participants. This multi-level impact shall be fostered in the future.

3.7 ASSUMPTIONS AND PRE-CONDITIONS

For ReSPA to come into existence, several steps needed to be taken by the beneficiaries, thus allowing its establishment and functioning as an International Organisation.

The sustainability of ReSPA can only be ensured through political understanding and long term support, namely through annual contributions from all the members. The ReSPA members have to count on the value added of the existence of ReSPA as an organisation. All trainings and activities that cannot be conducted at national level could be organized under the umbrella of ReSPA. Other conditions for the success of this project include:

- ReSPA staff must be operational and professional;
- Beneficiaries must be ready to take part in ReSPA activities;
- Commitment of the Liaison Officers;
- Activities are consistent with regional needs identified by the partners.

4 IMPLEMENTATION ISSUES

See Annex 5.

4.1 INDICATIVE BUDGET (AMOUNTS IN EUR)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Component 1												
Grant Contract (1)	X	–	3 500 000	3 500 000	100	0	0					–
Component 2												
Grant Contract (2)	X	–	1 000 000	1 000 000	100	0	0					–
Component 3												–
Service Contract (3)	X	–	1 500 000	1 500 000	100	0	0					
TOTAL IB			6 000 000	6 000 000	100	0	0					
TOTAL INV												
TOTAL PROJECT			6 000 000	6 000 000	100	0	0					

Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the **Total** Expenditure (column (a))

4.1 INDICATIVE IMPLEMENTATION SCHEDULE (PERIODS BROKEN DOWN BY QUARTER)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1	N/A	Q4 2012	Q4 2016
Contract 2	N/A	Q3 2012	Q4 2016
Contract 3	Q4 2012	Q1 2013	Q4 2016

4.2 CROSS CUTTING ISSUES

4.2.1 *Equal Opportunities and non discrimination*

The principles and practice of equal opportunity will be guaranteed to ensure equitable gender participation in the project. The principle of equal opportunity shall apply also in relation to the trainees coming from the different national administrations.

4.2.2 *Environment and climate change*

Not applicable.

4.2.3 *Minorities and vulnerable groups*

Minority and vulnerable groups' concerns will be reflected in all activities of the project, in particular when it concerns participation in the training activities and institutional development of ReSPA.

4.2.4 *Civil Society/Stakeholders involvement*

ReSPA is an international organisation whose members are the IPA beneficiaries for this project, thus ensuring ownership and participation at grassroots level.

ANNEXES

1. Logical framework matrix in standard format
2. Amounts (in EUR) contracted and disbursed per quarter over the full duration of the project
3. Description of Institutional Framework
4. Reference to laws, regulations and strategic documents:
5. Details per EU funded contract

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Project 01: Regional School of Public Administration (ReSPA)	
	Contracting period expires 30 November 2013	Project execution period expires 30 November 2015
	Total budget: 6 000 000	IPA budget: EUR 6 000 000

Overall objective	Objectively verifiable indicators	Sources of Verification	
To strengthen the administrative capacity as required by the European integration process, in line with the principles of the European Administrative Space	EU accession / SAA process requirements on public administration raised in Progress Reports	SIGMA assessments Annual progress report issued by the European Commission	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Overall purpose: Regional School of Public Administration (ReSPA) developed and acknowledged as a regional hub for capacity-building and networking in the field of public governance, emphasising excellence, innovation and ownership.	ReSPA running as an independent professional institution in the region	Project reports Monitoring (ROM) reports Specific thematic evaluations	Political understanding and support of long term benefit of ReSPA as a joint tool benefiting the region in the perspective of EU accession
Purpose Component 1 (ReSPA mainstream activities – ReSPA annual programmes of work): Professional training and other activities developed and delivered with a view to up-grading the professionalism of the civil service and promoting European integration in ReSPA's member countries	ReSPA activities matching the needs of the beneficiaries Quality training and other capacity building activities designed and delivered Level of attendance at ReSPA centre and level of use of developed and coordinated by ReSPA (resource centre, website, etc.)	Project reports Monitoring reports Minutes of the Governing Board Evaluation / assessment of activities by ReSPA "clients" ReSPA deliverables (publications and other tools, including communications products)	ReSPA staff is operational ReSPA members contribute financially Beneficiaries are willing to take part in ReSPA activities Activities are consistent with regional needs

<p>Purpose Component 2 (Strategic planning and budgeting): Capacities strengthened and experience and good practices shared across the region in order to help improving the medium-term macroeconomic and fiscal & budgetary frameworks across sectors</p>	<p>Number of staff members trained per institution</p> <p>Capacities improved at institutions in design and implementation of medium-term macroeconomic and fiscal & budgetary frameworks, as needed for the national and the surveillance reporting</p> <p>Awareness created</p> <p>Knowledge shared</p> <p>Quality of inputs for medium-term documents improved</p>	<p>Project and monitoring reports</p> <p>Surveys with the management and participants at the end of the project</p> <p>Regular feedback of project steering committee</p> <p>Media events (copies of articles, etc)</p> <p>List of publications</p> <p>Feedback of the CEF's Supervisory Board and CEF coordinators (representing CEF member institutions in all beneficiary countries)</p>	<p>Political will to build and use new capacities</p> <p>Institutions' management has ownership of the project</p> <p>Institutions need, can use/apply and retain new capacities</p>
<p>Purpose Component 3 (Strengthening democratic governance and trust in public services – Quality of Public Services): Appropriate methodologies and tools for measurement of Quality of Public Services (QPS) set up and launched in the Western Balkans and Turkey</p>	<p>The tools and methodologies approved by the Project Steering Committee (PSC) for measuring the QPS</p>	<p>Public Administrations of the beneficiary countries</p> <p>Project reports</p> <p>Monitoring (ROM) ROM reports</p> <p>ReSPA on-site reports</p>	<p>Full and constant cooperation of Public Administrations in all beneficiary countries</p>
<p>Results</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>Results Component 1 (ReSPA mainstream activities – ReSPA annual programmes of work):</p> <p>Result 1.1.: The needs of the Beneficiaries in terms of administrative capacity are addressed through the setting-up of targeted multi-country programmes of activities and tools;</p>	<p>(Indicators linked to Result 1.1.)</p> <ul style="list-style-type: none"> - Regional training needs analysis produced on a yearly basis; - Annual training programmes established; - Resource centre maintained; - Number and quality of methodological guidelines based on good practice for training and education programmes developed and disseminated; - Outputs/documents generated through training and other capacity-building or networking activities and used by Beneficiaries as added value tools and reference materials, e.g. surveys, studies, handbooks, fact sheets. 	<p>Project reports</p> <p>Monitoring reports</p> <p>Minutes of the Governing Board</p> <p>Evaluation / assessment of activities by ReSPA "clients"</p> <p>ReSPA deliverables (publications and other tools, including communications products)</p>	<p>ReSPA staff is operational</p> <p>ReSPA members contribute financially</p> <p>Beneficiaries are willing to take part in ReSPA activities</p> <p>Activities are consistent with regional needs</p>

Result 1.2.: Efficient and effective delivery of training and other capacity-building activities is ensured;

(Indicators linked to Result 1.2.)

- At least 2 500 training man-days delivered per year – outside the specific training for Parliaments (linked to the IPA 2012 project on parliamentary cooperation) and the follow-up of the "Training in Public Procurement" IPA 2009 project (handed over from ITC-ILO);
- Number and quality of capacity-building activities on EU integration targeting Parliaments in the Western Balkans and Turkey (linked to the IPA 2012 project on parliamentary cooperation);
- Number and quality of capacity-building activities on public procurement carried out as a follow-up on the IPA 2009 project "Training in Public Procurement in the Western Balkans and Turkey";
- Number and quality of local experts involved in the delivery of training;
- Number of events, including conferences, organised;
- Number and quality of mobility schemes developed involving representatives of the public bodies from ReSPA members, and number of participants;
- Quality of organisational aspects, including logistics, materials, social and cultural activities, etc.;
- Evaluation forms - Level of satisfaction of participants regarding the quality of the training organised (both in terms of contents and logistics).

Result 1.3.: Pathways and cross-fertilisation with EU practices and stakeholders are promoted;

(Indicators linked to Result 1.3.)

- Number of exchanges (study visits, bilateral collaborations, etc.) with EU Member States;
- Participation of ReSPA staff and ReSPA members in EU and other international events and activities;
- Level of cooperation between ReSPA and similar institutions or networks in the region

<p>Result 1.4.: Visibility of ReSPA as a key instrument in the area of training in the field of public administration is enhanced.</p>	<p>as well as in the European Union;</p> <ul style="list-style-type: none"> - Specific networking activities organised by ReSPA, e.g. meetings of heads of schools of public administration of SEE and EU. <p>(Indicators linked to Result 1.4.)</p> <ul style="list-style-type: none"> - ReSPA website regularly updated and acknowledged as a useful tool for information dissemination and exchanges between beneficiaries (internet forum for public governance community of practitioners, etc.) and other communications and promotional tools/goods, e.g. brochures, etc.; - Number of ReSPA newsletter issues prepared, printed and distributed – at least two issues per year; - Number, relevance and quality of thematic publications prepared and printed, including guidelines/manuals or fact sheets produced; - ReSPA is represented at events (conferences, fairs, etc.) in a professional manner in the Western Balkans and beyond; - Level of media coverage, e.g. number of articles published. 		
<p>Results Component 2 (Strategic planning and budgeting):</p> <p>Result 2.1.: Officials involved in medium-term macroeconomic policy design, implementation and coordination, including those working at line ministries, have exchanged best practices and experience and acquired new knowledge and skills;</p> <p>Result 2.2.: Officials involved in medium-term fiscal & budgetary policy design, implementation and coordination, including those working at line ministries, have exchanged best practices and experience and acquired new knowledge and skills.</p>	<ul style="list-style-type: none"> - Number and quality of training activities; - Number of people trained; - Number of (local) experts involved in the delivery of training; - Percentage of people reporting their improved knowledge; - Evaluation score of the participants' satisfaction with the training activities (both in terms of contents and logistics). 	<p>Project and monitoring reports</p> <p>Pre- and post-test surveys of training activities</p> <p>Reports of the involved institutions on performance of trained personnel</p>	<p>Institutions willing to coordinate and cooperate</p> <p>Participants attending the project training activities are appropriately identified and selected by the involved institutions in each beneficiary country</p> <p>The appropriate staff involved in medium-term macroeconomic and fiscal & budgetary policy design, implementation and coordination is effectively identified, managed and selected</p>

<p>Results Component 3 (Strengthening democratic governance and trust in public services – Quality of Public Services):</p> <p>Result 3.1.: EU and regional best practices of measurement of QPS surveyed and evaluated, and relevant practices retained for further consideration;</p> <p>Result 3.2.: Pilot target Public Service (PS) areas for best practices evaluated and defined;</p> <p>Result 3.3.: Methodologies and tools (toolbox) for measurement of QPS in targeted Public Service (PS) areas in the region defined and prepared for launching;</p> <p>Result 3.4.: Training Programme on the QPS developed;</p> <p>Result 3.5.: Increased awareness of the outcomes and findings of the project</p>	<p>(Indicators linked to Result 3.1.)</p> <ul style="list-style-type: none"> - At least three EU and all regional best practices surveyed and evaluated; - Study tours to at least 3 EU and 3 target countries conducted; - At least 2 staff from each beneficiary country participated in each study tour; - At least one Project Event implemented with the participation of at least 40 staff from the beneficiary countries; <p>(Indicators linked to Result 3.2.)</p> <ul style="list-style-type: none"> - At least two pilot target Public Service areas (or sectors) evaluated, defined and approved by the Project Steering Committee; - At least one Project Event implemented with the participation of at least 40 staff from the beneficiary countries; <p>(Indicators linked to Result 3.3.)</p> <ul style="list-style-type: none"> - Full set of methodologies and tools for measuring the QPS approved by the Steering Committee; - At least one Project Event implemented with the participation of at least 40 staff from the beneficiary countries; <p>(Indicators linked to Result 3.4.)</p> <ul style="list-style-type: none"> - Approved training programme on the QPS available; - At least one Project Event implemented with the participation of at least 40 staff from the beneficiary countries; <p>(Indicators linked to Result 3.5.)</p> <ul style="list-style-type: none"> - Project publications available and disseminated; - Project Internet site (part of ReSPA website) regularly used for both networking purposes 	<p>Evaluation reports</p> <p>Study tours reports and media communication</p> <p>Project Event proceedings and reports</p> <p>Evaluation reports</p> <p>Project Event proceedings and reports</p> <p>QPS measurement toolbox (reports, handbooks, manuals etc)</p> <p>Project Event proceedings and reports</p> <p>Training Programme documentation (reports, manuals, handbooks)</p> <p>Project Event proceedings and Project reports</p> <p>Publications</p> <p>Internet site access and its utilization</p>	<p>Full and constant cooperation of the Public Administrations in the EU and target countries</p> <p>Approval of the Public Administrations concerned in the beneficiary countries over the proposed choice of two pilot target Public Service areas (or sectors)</p> <p>Appropriate cooperation of concerned PA services in the targeted Public Service areas</p> <p>Appropriate cooperation of concerned PA services in the targeted Public Service and provision of adequate expertise for the concept and development of the training programme</p> <p>Provision of sufficient inputs and adequate quality expertise in order to develop, support and ensure timely update of the overall project’s communication platform</p>
---	---	---	--

	<p>and information of wider target groups;</p> <ul style="list-style-type: none"> - At least 250 people from the region participated in the final event. 	<p>statistics (including ad hoc surveys of target groups)</p> <p>Project Event proceedings and Project reports</p>	
Activities	Means	Costs	Assumptions
<p>Activities Component 1 (ReSPA mainstream activities – ReSPA annual programmes of work):</p> <p><u>Activities related to Result 1.1.:</u></p> <p>1.1.1. Regional needs analysis;</p> <p>Annual programme of training and other capacity-building activities (on the basis of the annual analyses of training needs at regional level);</p> <p>ReSPA Resource Centre: collection and development of methodological guidelines and other material for effective training, collection of reference materials and tools, production of specific added value tools and other reference materials;</p> <p><u>Activities related to Result 1.2.:</u></p> <p>ReSPA Talents: regional pool of local/regional experts, made up of trainers/lecturers of schools/institutes of public administration and other similar organisations in the region or experts from public administration systems of the ReSPA members;</p> <p>Training of public servants: delivery of training (annual Programme of Work) to mixed groups of public servants from the Members' public administration systems, including through seminars, summer/winter schools and other events;</p> <p>Training / capacity-building on EU integration targeting Parliaments in the region (Western Balkans</p>	<p>Direct Grant Contract with the Regional School of Public Administration</p>	<p>EUR 3 500 000</p>	<p>See above</p>

<p>and Turkey): delivery of training activities linked to the IPA MB 2012 project on parliamentary cooperation;</p> <p>Training in Public Procurement in the Western Balkans and Turkey: follow-up of the IPA 2009 Multi-Beneficiary project implemented by ITC-ILO (refresher courses, e-platform, etc.);</p> <p>ReSPA events, including Annual Conference;:</p> <p>ReSPA mobility schemes;</p> <p><u>Activities related to Result 1.3.:</u></p> <p>1.1.2. Creation of partnerships between ReSPA and its counterparts (co-operation between public administration institutions of its members and similar institutions of the region and European Union Member States) ;</p> <p>1.1.3. Participation in networks;</p> <p><u>Activities related to Result 1.4.:</u></p> <p>ReSPA website and other products;</p> <p>ReSPA newsletters and publications;</p> <p>ReSPA presence at events in the region and beyond;</p> <p>Media and press coverage.</p>			
<p>Activities Component 2 (Strategic planning and budgeting):</p> <p>Provide training activities for officials involved in the design, implementation and coordination of medium-term 1.) <u>macroeconomic</u> and 2.) <u>fiscal & budgetary</u> policy, including those who are working at line ministries:</p> <p>e. Design of cross-country participatory trainings,</p>	<p>Direct Grant Contract with the Center of Excellence in Finance</p>	<p>EUR 1 000 000</p>	<p>See above</p>

<p>of online collaboration activities, and of monitoring and evaluation procedures</p> <p>f. Explore options to start a Community of Practice (CoP) network and to make such a CoP sustainable</p> <p>g. Deliver cross-country participatory training activities through the implementation of e.g. workshops, study visits, high-level dialogues, and networking activities</p> <p>Identify and support regional expertise and train the trainers</p>			
<p>Activities Component 3 (Strengthening democratic governance and trust in public services – Quality of Public Services):</p> <p><u>Activities related to Result 3.1.:</u></p> <p>Map and appraise the best measurement QPS practices in the EU against project requirements and WBT specificities;</p> <p>Map and appraise the QPS measurement best practices in the region against the EU best practices;</p> <p>Conduct study tours to retain EU and the target region's best practices locations and areas;</p> <p>Carry out the synthesis of retained QPS measurement best practices (Project Event – 1);</p> <p><u>Activities related to Result 3.2.:</u></p> <p>Identify and evaluate potential pilot Public Service target areas against the retained best EU and regional practices for measurement of QPS;</p> <p>Prepare the short-list of pilot Public Service target areas;</p> <p>Carry out the synthesis of the pilot Public Service</p>	<p>Service Contract</p>	<p>EUR 1 500 000</p>	<p>See above</p>

<p>areas approach (Project Event – 2);</p> <p><u>Activities related to Result 3.3.:</u></p> <p>Carry out surveys and needs assessment for each of the target PS pilot areas;</p> <p>Adapt the retained (best practice) methodologies and tools for application on targeted pilot Public Service areas in the Western Balkans and Turkey;</p> <p>Carry out the synthesis and presentation of the QPS methodologies and toolbox (Project Event – 3);</p> <p><u>Activities related to Result 3.4.:</u></p> <p>Conduct the Training Needs Assessment;</p> <p>Prepare the training curricula ;</p> <p>Carry out the synthesis and presentation of the training programme on QPS (Project Event – 4);</p> <p><u>Activities related to Result 3.5.:</u></p> <p>Disseminate the project information;</p> <p>Organising a final event on the results of the project.</p>			
---	--	--	--

ANNEX 2: Amounts (in EUR) contracted and disbursed per quarter over the full duration of project

Contracted	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016
Contract 1		3 500 000																
Contract 2	1 000 000																	
Contract 3			1 500 000															
Cumulated	1 000 000	3 500 000	1 500 000															
Disbursed	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016
Contract 1		900 000				900 000				900 000				800 000				
Contract 2	300 000				300 000				300 000			100 000						
Contract.3			300 000		300 000		300 000		300 000			300 000						
Cumulated	300 000	1 200 000	1 500 000		2 100 000	3 000 000	3 300 000		3 900 000	4 800 000		5 200 000		6 000 000				

ANNEX 3: Description of Institutional Framework

ReSPA Governing Board

The Governing Board of the Regional School of Public Administration is made up of representatives all the six ReSPA members – the European Commission is also a member *ex officio* – and meets four times a year at senior officials' level (permanent representatives) and once a year at ministerial level.

The role of the Governing Board is *inter alia* to agree the directions for the development and running of ReSPA, including its activities and annual Programmes of Work. As such, the Governing Board is also required to approve the regular reports submitted by the Director on the implementation of ReSPA activities.

Ministers

<i>Member</i>	<i>Representative</i>	<i>Substitute</i>
Albania	Lulzim Basha Minister of Interior	Avenir Peka Deputy Minister of Interior
Bosnia and Herzegovina	Barisa Colak Minister of Justice	/
Croatia	Davorin Mlakar Minister of Public Administration	/
the former Yugoslav Republic of Macedonia	Ivo Ivanovski Minister of Information Society	/
Montenegro	Ivan Brajović Minister of Interior and Public Administration	Miras Radović Minister of Justice
Serbia	Duško Radaković State Secretary, Ministry of Human and Minority Rights, Public Administration and Local Self-Government	/
European Commission	Gerhard Schumann-Hitzler Director for Financial Instruments and & Regional Programmes	Leopold Maurer Head of EU Delegation to Montenegro

Senior Officials

<i>Member</i>	<i>Representative</i>	<i>Substitute</i>
Albania	Blerta Selenica Director, Department of Public Administration, Ministry of Interior	Marjel Medjeni Director, Department of Human Resources, Ministry of Interior
Bosnia and Herzegovina	Fazilla Musić Assistant Minister, Ministry of Justice	Aleksandar Karisik Advisor for Human Resource Management, Cabinet of the Chairman of the BiH Council of Ministers
Croatia	Davor Ljubanović State Secretary, Ministry of Public Administration	/

the former Yugoslav Republic of Macedonia	To be nominated	Ljupco Farmakoski State Counselor of Legal Affairs, Ministry of Information Society
Montenegro	Svetlana Vuković Director of Human Resources Management Authority	Jadranka Djurković Deputy Director - Human Resource Management Authority
Serbia	Vladana Jović Assistant Minister, Ministry of Human and Minority Rights, Public Administration and Local Self- Government	Ivana Djuric Ministry of Human and Minority Rights, Public Administration and Local Self-Government
European Commission	Yngve Engström Head of Unit "Regional Programmes" Directorate-General for Enlargement	Jose Antonio Torres Lacasa Deputy Head of Unit "Regional Programmes" Directorate-General for Enlargement

ReSPA Advisory Board

Objectives

A ReSPA Advisory Board has been set up with the aim of:

- assisting in identifying training and capacity development activities which could be effectively carried out through ReSPA;
- providing guidance on ways to improve management and governance,
- supporting the design of innovation strategies for further development,
- fostering better understanding and coordination of individual donor activities in the region.

Structure

The Advisory Board is made up of representatives of donor partners or stakeholders in the area of training and public governance, both from the region and beyond.

The structure is intended to remain flexible in order to adapt to the needs and priorities of the ReSPA. Specific theme-based working groups made up of Advisory Board members or experts designated by them may be set up on an *ad hoc* basis.

Meetings

The frequency of meetings will be agreed by the ReSPA management and the Advisory Board members.

The costs for organising such meetings and other activities run by the Advisory Board will be covered by this contribution agreement.

ReSPA Staff

<i>Position</i>	<i>Name</i>	<i>Nationality</i>
Director	Suad Musić	Bosnian
Head of Finance	To be nominated	
Facility Manager	To be nominated	
Legal and Personnel Officer	Ivica Ivanović	Montenegrin
Training Manager 1	Aqim Emurli	Macedonian
Training Manager 2	Goran Pastrović	Serbian
Programme Assistant 1	Ranka Bartula Musikić	Bosnian
Programme Assistant 2	To be nominated	
PA to the Director	Ivana Bajo	Croatian
IT Technician	Milutin Rasović	Montenegrin
General Services	Hasan Mavrić	Bosnian
PR and Documentation Officer	To be nominated	
Finance Assistant	To be nominated	
Receptionist 1	Tamara Lakić	Montenegrin
Receptionist 2	Marija Orović	Serbian

ReSPA Liaison Officers

When the ReSPA project was initiated, a network of Liaison Officers in all the members (mainly civil servants from the relevant ministries or public bodies involved in ReSPA) was set up with a view to coordinating contacts with stakeholders at national level and in particular providing support for the creation of communications outputs, i.e. newsletter articles, website pages, assistance to events, etc.

Liaison Officers have proved to be useful players for the promotion of ReSPA and the maintenance of linkages with relevant stakeholders at local or national level. The network of Liaison Officers has therefore been maintained.

ANNEX 4: Reference to laws, regulations and strategic documents

- International Agreement establishing the Regional School of Public Administration (ReSPA)
- Agreement between the Government of Montenegro and the Regional School of Public Administration (ReSPA) on the seat and functioning of ReSPA in the Host Country

ANNEX 5: Details per EU funded contract

Component I (Mainstream ReSPA activities - ReSPA Annual Programmes of Work) will be implemented through an action grant to the Regional School of Public Administration for a value of EUR 3 500 000, to be awarded in Q4 2012, in line with Article 168(1)(c) of the Implementing rules of the Financial Regulation. ReSPA constitutes a de facto monopoly, being an International Organisation created by all beneficiaries to deliver regional training activities in the area of public administration. The grant contract should be signed in Q4 2012, and at the latest by 30 November 2012, i.e. when the current grant contract with ReSPA comes to an end.

Component II (Strategic planning and budgeting) will be implemented through an action grant to the Center of Excellence in Finance (CEF) in Ljubljana for a value of EUR 1 000 000, to be awarded in Q3 2012, based on Article 168 (1) (f) of the Implementing Rules of the Financial Regulation, since a particular type of body on account of its technical competence is required. Based on their regional presence and wide experience in horizontal actions, reviews and stakeholder coordination in the area of public finance management, only CEF combines the required technical capacity, knowledge and above all independence and authority to undertake a fair and consistent assessment, with a view to creating the conditions for effective coordination of this component⁹. A specific project Steering Committee involving ReSPA, CEF, the European Commission and representatives of the target beneficiaries will also be set up.

Component III (Strengthening democratic governance and trust in public services – Quality of Public Services) will be implemented through a service contract further to a restricted call for tender to be launched in Q4 2012 for a value of EUR 1 500 000. A specific project Steering Committee involving ReSPA, the selected contractor, the European Commission and representatives of the target beneficiaries will also be set up.

⁹ The Center of Excellence in Finance's mission is to promote awareness of international standards and best practice in public financial management and central banking by developing and delivering specialised training, encouraging knowledge sharing and research, and providing technical assistance. It operates on a nonprofit basis. Established in 2001, it now has 12 members, including the 8 beneficiary countries of the project in the Western Balkans and Turkey. Members influence work of the CEF through its Supervisory Board which meets once a year to set guidelines for activities of the CEF, adopts a Work Plan and a budget for the forthcoming year, and approves the Annual Report with financial accounts for the previous year. Members of the Supervisory Board are in most cases ministers of finance and governors of central banks of the CEF members. The setting-up of this ReSPA component is based on a mandate given to CEF by its members at a high level.