

## **Project Fiche No 15**

### **Cross-Border Institution Building (CBIB +) - Regional technical assistance to cross-border cooperation at intra Western Balkan borders -**

#### **1. Basic information**

- 1.1 CRIS Number:** 2011/022-964
- 1.2 Title:** **Cross-Border Institution Building (CBIB +)**  
- Regional technical assistance to cross-border cooperation at intra Western Balkan borders -
- 1.3 ELARG Statistical code:** 01.34 – Institutions
- 1.4 Location/Beneficiaries:** Western Balkans: Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro and Serbia, as well as Kosovo<sup>1</sup>

#### **Implementing arrangements:**

- 1.5 Contracting Authority (EU):** European Union represented by the European Commission on behalf of the Beneficiaries.
- 1.6 Implementing Agency:** Not applicable
- 1.7 Beneficiary (target group):** Public authorities and other stakeholders involved in cross-border cooperation as defined under Component II of IPA

#### **Financing:**

- 1.8 Overall cost (VAT excluded)<sup>2</sup>:** EUR 2 500 000
- 1.9 EU contribution:** EUR 2 500 000
- 1.10 Final date for contracting:** 31 December 2012
- 1.11 Final date for execution of contracts:** 30 November 2014
- 1.12 Final date for disbursements:** 30 November 2015

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<sup>1</sup> under UNSCR 1244/99

<sup>2</sup> The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated

## **2. Overall Objective and Project Purpose**

### **2.1 Overall Objective**

To enhance good neighbourly relations and prosperity in the Western Balkans through improved cooperation between border regions, in the prospect of accession to the European Union.

### **2.2 Project purpose**

To enhance regional coordination and harmonisation of approaches and mechanisms in the field of cross-border cooperation at intra-Western Balkan borders, in line with EU frameworks and guidelines in the area of territorial cooperation.

### **2.3 Link with AP/NPAA / EP/ SAA<sup>3</sup>**

Under the “Regional and Local Development” heading, the Stabilisation and Association Agreements for the Western Balkans state that *“The Parties shall seek to strengthen regional and local development cooperation, with the objective of contributing to economic development and reducing regional imbalances. Specific attention shall be given to cross-border, trans-national and interregional cooperation. Cooperation shall take due account of the priority areas related to the EU acquis communautaire in the field of regional development.”*

The project also reflects the priorities defined in the European Partnerships for potential candidates, as well as in the Accession Partnerships for two Western Balkan candidate countries, in which the following is stipulated under “Regional issues and international obligations”: *“Enhance cooperation with neighbouring countries, notably on cross-border cooperation, i.e. conclude and implement agreements with neighbouring countries on cross-border cooperation”*.

### **2.4 Link with MIPD**

A Multi-annual Indicative Planning Document (MIPD) is specifically dedicated to CBC and sets out the European Union's priorities for assistance to the Western Balkans (WB) and Turkey under IPA Component II - Cross-Border Cooperation (CBC) - for the programming period 2011-2013.

The Multi-Beneficiary MIPD 2011-2013 foresees that in addition to the indicative allocation per sector regional support will be provided to cross-border cooperation.

### **2.5 Link with National Development Plan**

Current situation (only CBC programmes at intra Western Balkan borders/ boundary lines are considered):

#### *2.5.1 Albania*

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<sup>3</sup> AP = Accession Partnership; NPAA = National Programme for the Adoption of the *Acquis* (for Candidates), National Action Plan (for Potential Candidates); EP= European Partnership; SAA = Stabilisation and Association Agreement

Albania participates in cross-border programmes with Montenegro and the former Yugoslav Republic of Macedonia. The first Calls for Proposals for both programmes (AL–MK: covering part of 2007 appropriations; AL–ME covering all 2007 appropriations) were published in June 2009. The 2<sup>nd</sup> Calls for Proposals (AL–MK: covering the remaining 2007 and the entire 2008 appropriations; AL–ME: covering the 2008 and 2009 appropriations) were published in Spring 2010. The preparation of a cross-border programme 2010–2011 with Kosovo is underway.

#### *2.5.2 Bosnia and Herzegovina*

Bosnia and Herzegovina participates in cross-border programmes with Croatia, Montenegro, and Serbia (all of them covering the 2007–2008 appropriations). The first Calls for Proposals for all three programmes were launched in July 2009. The launch of the 2<sup>nd</sup> Calls for Proposals, to cover 2009–2010 or 2009–2011 appropriations, is planned for the first half 2011.

#### *2.5.3 Croatia*

Croatia participates in cross-border programmes with Bosnia and Herzegovina, Serbia and Montenegro. The first Calls for Proposals under the programmes with Bosnia and Herzegovina and Serbia were launched in July 2009 and with Montenegro in August 2009 (all of them covering the 2007–2008 appropriations). The launch of the 2<sup>nd</sup> Calls for Proposals, to cover 2009–2010 or 2009–2011 appropriations, is planned in the early half of 2011.

#### *2.5.4 The former Yugoslav Republic of Macedonia*

The former Yugoslav Republic of Macedonia participates in one cross-border programme with Albania. The first Call for Proposals under this programme was launched in June 2009 covering part of 2007 appropriations only (pilot Call for Proposals). The awarding of grant contracts in the last quarter of 2010. The 2<sup>nd</sup> Call for Proposals, covering the remaining 2007 and the entire 2008 appropriations, was published in Spring 2010. The preparation of a cross-border programme 2010–2011 with Kosovo is underway.

#### *2.5.5 Montenegro*

Montenegro is involved in cross-border programmes with Albania, Bosnia and Herzegovina, Croatia and Serbia. The First Calls for Proposals were launched in June and July 2009 for the programmes with Albania, Serbia and Bosnia and Herzegovina, and in August 2009 for the programme with Croatia (all of them covering the 2007–2008 appropriations, except the one with AL which covered only the 2007 funds). A 2<sup>nd</sup> Call for Proposals for the ME–AL programme (covering 2008 and 2009 funds) was launched in Spring 2010. The launch of the 2<sup>nd</sup> Calls for Proposals for the remaining three programmes, to cover 2009–2010 or 2009–2011 appropriations, is planned in the first half of 2011. The preparation of a cross-border programme 2011–2013 with Kosovo is also underway.

#### *2.5.6 Serbia*

Serbia participates in cross-border programmes with Bosnia and Herzegovina, Croatia and Montenegro. The first Calls for Proposals for the three programmes were launched

in June and July 2009 (all of them covering the 2007–2008 appropriations). The launch of the 2<sup>nd</sup> Calls for Proposals, to cover 2009–2010 or 2009–2011 appropriations, is planned in the first half of 2011.

#### 2.5.7 Kosovo

A 2009 Commission communication on Kosovo recommended that Component II of IPA for Kosovo should be mobilised progressively as soon as 2010 for two border areas, i.e. those involving Albania and the former Yugoslav Republic of Macedonia, for which the preparation of programmes is underway. Programming of cross-border cooperation with Montenegro is planned under IPA 2011.

### 2.6 Link with national/sectoral investment plans

Not applicable.

### 2.7 Link with other donors' contribution

A number of donors have supported institution building activities in relation to cross-border and other forms of territorial cooperation in the Western Balkans, including the OSCE, the UK Department for International Development, the Spanish Agency for Regional Cooperation, the Swiss Agency for Development and Cooperation and the UNDP.

## 3. Description of project

### 3.1 Background and justification

The Communication from the Commission “Western Balkans: Enhancing the European perspective”<sup>4</sup> emphasises the crucial role of cross-border cooperation as an instrument to contribute towards reconciliation and restore good neighbourly relations in the Western Balkans at grassroots level.

Component II of IPA (IPA CBC) envisages two types of cross-border cooperation: (1) between Candidates/Potential Candidates and EU Member States, and (2) between Candidates and Potential Candidates themselves, i.e. at intra-WB borders. IPA CBC aims to promote enhanced cooperation and progressive economic integration and coherence between the European Union and the Candidate Countries as well as Potential Candidates.

Technical assistance (TA) has been provided since 2006 in order to sustain efficient programming and management of cross-border cooperation in the Western Balkans:

- *Phase One* of Cross-Border Institution Building (*CBIB I*) from 2006 to 2008 aimed at increasing the capacities of the national authorities directly involved in the preparation of the CBC programming documents and the implementation of the programmes. During that period, bilateral cross-border programmes at intra Western Balkan borders were prepared and approved. Joint Management Structures

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<sup>4</sup> COM(2008) 127 “Western Balkans: Enhancing the European Perspective” dated 5 March 2008

responsible for the implementation of the programmes - Joint Monitoring Committees (JMC) supported by Joint Technical Secretariats (JTS) - were established. Preliminary support was provided to prepare Guidelines for Applicants and the application package for the first Calls for Proposals.

- *Phase Two* of CBIB *from end 2008 to end 2011* aims to continue and strengthen the support to both national authorities in the implementation of Calls for Proposals and potential applicants in building up their capacity for successful project preparation, whilst placing a greater focus on programme and project implementation and initiating coordination of approaches and methods at regional level, which are inter alia the objectives of the new CBC Regional Consultative Body.

In the context of EU accession, it is understood that the next phase of regional technical assistance for cross-border cooperation in the Western Balkans should not only be limited to support for implementation of IPA Component II but also future planning and preparation of territorial cooperation programmes and projects supported under the European Regional Development Fund (ERDF) upon accession. As such, the goal is to invest in capacities for future efficient management of one of the important objectives of the EU regional development policy.

In EU Member States, cross-border (as well as transnational and interregional) cooperation activities under the European Territorial Cooperation objective of the Structural Funds are assisted by an EU-wide technical assistance programme - INTERACT (INTERREG Animation Cooperation and Transfer) - promoting and supporting good governance of programmes. Since 2000, the (ERDF-funded) INTERACT programme has provided the necessary coordination and support to all stakeholders (national authorities, grant beneficiaries, etc.) involved in cross-border and other types of territorial cooperation in the EU.

Although cross-border, transnational and interregional cooperation in the context of the Structural Funds has been in existence since 1990 (INTERREG I), there has always been a need for coordination and support at EU level on what remains a highly complex and multi-faceted form of development and governance. This is all the more crucial in the Western Balkan context, where empirical experience has shown that cross-border cooperation would not be possible without some form of technical assistance providing coordination, harmonisation of approaches as well as regional drive.

While support to national authorities – in particular in the IPA CBC start-up phase – could benefit from technical assistance at national level, experiences with both INTERACT and CBIB have highlighted that coordination and harmonisation of approaches also require this type of assistance to be addressed in a multi-beneficiary context.

CBC at intra Western Balkan borders is not eligible to INTERACT assistance, although INTERACT is actually assisting the implementation of IPA CBC programmes between candidates/potential candidates and EU Member States. Interestingly though, a facility for the cross-border cooperation programmes at the EU's external borders under the European Neighbourhood and Partnership Instrument, INTERACT ENPI, managed by the EuropeAid Cooperation Office, also allows the stakeholders of the ENPI CBC programmes to draw benefits from the INTERACT programme.

For this new phase, a less hands-on approach than in Phases I and II of CBIB will be favoured and more emphasis put on regional coordination and harmonisation in the context of pre-accession, as well as exchange and transfer of good practice. The goal will be to align with the role and mandate of INTERACT, the EU territorial cooperation TA, i.e. generating and sharing knowledge among stakeholders contributing to the improvement of procedures and tools to achieve a high level of quality in programme implementation, spreading good governance approaches to interested target groups.

### **3.2 Assessment of project impact, catalytic effect, sustainability and cross-border impact**

As an instrument for pre-accession assistance, CBIB acts as a unique transmission belt for the European Commission to promote efficient management of cross-border cooperation programmes to national authorities and other relevant stakeholders along the lines of the European Territorial Cooperation objective.

CBIB also promotes regional cooperation, which also has the potential for sharing knowledge and good practice, and brings greater opportunity for learning than would otherwise be generated through individual assistance projects. By improving dialogue and promoting cooperation, CBIB will enable beneficiaries to have a better understanding of joint challenges, as well as solutions to be developed together.

By their nature, the activities led by CBIB have to be supported institutionally, particularly in the context of the CBC Regional Consultative Body. The project will therefore be well embedded in relevant local structures. With the CBC Regional Consultative Forum, CBIB also strengthens stakeholder participation. Through this participatory process, CBIB will have an empowering impact, thus encouraging the sustainability of the activities implemented as part of it.

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 developed by CBIB. The aim is also to ensure that, upon accession, the relevant stakeholders are operational in their approach to territorial cooperation in the context of the structural funds.

By acting as a catalyst for the establishment of regional, sectoral and cross-border networks throughout the Western Balkans, CBIB aims to serve as a strategic initiative implementing common benchmarks for the region.

### **3.3 Results and measurable indicators**

For its next phase, CBIB will focus on regional coordination and harmonisation of CBC practices and mechanisms in the prospect of EU accession, and therefore participation in the European Territorial Cooperation objective, whilst maintaining and strengthening efforts already invested in capacity and institution building over the past years. The following specific results – and related measurable indicators – will be more particularly targeted.

Result 1: Regional coordination and interaction between cross-border cooperation stakeholders and target groups in the Western Balkans are sustained

- Structured institutional and organisational set-up of CBC Regional Consultative Body, including clear and workable mode of implementation and procedures (membership, number and format of meetings, chairmanship, etc.)
- Number and types of thematic working groups established for improved regional coordination and harmonisation of IPA CBC practices
- Quality of specific regional initiatives launched as a result of regional discussions
- Number and types of regional/multi-beneficiary events, including at least two general meetings of the Regional Consultative Body per year
- Number of participants in regional meetings, i.e. general meetings of the Regional Consultative Body or specific thematic working groups
- Number and quality of partnerships/collaborations established between IPA CBC practitioners
- Number of links created as part of website-based fora
- Number of outputs/documents generated by thematic working groups as added value tools and reference materials, e.g. surveys, studies, handbooks, fact sheets

Result 2: Efficiency and effectiveness of programme as well as project management and implementation are improved and in line with EU standards and IPA requirements

- Number and types of specific advisory CBIB interventions targeted at CBC practitioners
- Number of training sessions and workshops held
- Number of regional "CBC project surgeries" organised
- Number of stakeholders trained/supported
- Number and quality of guidelines created for improved programming and project development and management
- Maintenance and regular update of the IPA CBC Management Information System (MIS).

Result 3: Best practice culture and cross-fertilisation of experiences is promoted

- Networking activities held – e.g. "project fairs" and thematic workshops organised - and number of attendees
- Number and quality of initiatives aimed at raising awareness of target groups – in particular potential project promoters
- Best practice examples identified, collated and promoted
- Number of links created and posts on best practice as part of website-based fora

Result 4: Pathways with EU practices and stakeholders in relation to territorial cooperation are established

- Number of exchanges with, and study visits to EU Member States, including good practice projects visited and participants involved
- Participation in EU events and activities (incl. INTERREG, INTERACT)
- Increased awareness of EU programmes, tools and mechanisms as well as stakeholders

Result 5: Visibility on cross-border cooperation at intra Western Balkan borders is enhanced

- Level of media coverage in relation to CBIB activities, e.g. number of articles published
- CBIB website upgraded and regularly updated
- Number of CBIB 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 as a result of Thematic working groups

### **3.4 Activities**

Implementation of activities will be agreed, developed and coordinated:

- on an institutional and beneficiary level, by the CBC Regional Consultative Body
- on an operational level, by the CBIB Secretariat (with staff hired as part of a service contract), with offices based in the Western Balkans.

In order to ensure increased ownership of IPA CBC stakeholders, a central role will be granted to the CBC Regional Consultative Body – a standing forum of IPA CBC practitioners in the Western Balkans – with a view to designing and reviewing the CBIB action plans. The following are directions for activities to be developed by CBIB:

Activities aimed to achieve Result 1 "Regional coordination and interaction between cross-border cooperation stakeholders and target groups in the Western Balkans are sustained"

- Running of a CBC Regional Consultative Body to act as a standing forum for IPA CBC stakeholders and practitioners, as well as an advisory and research body aiming to build upon lessons learnt, to further develop IPA CBC guidelines and mechanisms, as well as identify a pipeline of priority projects for future funding. The creation of this body is one of the activities tasked to CBIB II for the period post-May 2010, which derived from a need to formalise contacts and exchanges at a regional level in a more structured manner.



- Creation of thematic Working Groups under the umbrella of the Regional Consultative Body in order to exchange practices on aspects of common interest and promote harmonisation of procedures and methodologies. The mandates of the Working Groups will be agreed by the Consultative Body. Themes will relate to cross-cutting issues in the area of IPA CBC programming and implementation, e.g. transition from centralised to decentralised management, etc.
- Organisation of regional events, including at least two general meetings of the Consultative Body per year

Activities aimed to achieve Result 2 "Efficiency and effectiveness of programme as well as project management and implementation are improved and in line with EU standards and IPA requirements"

- Organisation of training in relation to IPA CBC programmes on management techniques, communication, strategic orientation, policy development, as well as monitoring and evaluation
- Organisation of capacity building events for potential applicants and grant beneficiaries, including "CBC project surgeries" (specific interventions aiming at improving the implementation of individual projects)
- Provision of direct technical support to the institutions and bodies responsible for the management and delivery of IPA CBC programmes, particularly on aspects of common interest to all practitioners in the region
- Development of joint analyses, assessments and studies (mainly as part of the activities of the Working Groups) ensuring successful programme management, as well as better preparation of programme documents for the next financial perspective
- Preparation of guidelines for improved programming and project development and management
- Maintenance and regular update of the IPA CBC Management Information System (MIS) – set up under CBIB II and providing common tools and templates to all CBC practitioners in the Western Balkans.

Activities aimed to achieve Result 3 "Best practice culture and cross-fertilisation of experiences is promoted"

- Organisation of stakeholder events and thematic seminars, as well as "project fairs" (project partner identification or good practice promotion events)
- Organisation and maintenance of stakeholder exchange tools/fora on the CBIB website

Activities aimed to achieve Result 4 "Pathways with EU practices and stakeholders in relation to territorial cooperation are established"

- Organisation of exchanges, including study visits, with a view to raising awareness of EU practices and mechanisms in the area of cross-border cooperation

- Support for the participation of IPA CBC stakeholders in activities – in particular events of a European dimension – organised under the aegis of INTERREG programmes and other initiatives in the area of cross-border cooperation
- Promotion of a cross-border community of practice, i.e. communication and exchange of information and knowledge with initiatives similar to CBIB (INTERACT, RCBI<sup>5</sup>)

Activities aimed to achieve Result 5 "Visibility on cross-border cooperation at intra Western Balkan borders is enhanced"

- Development of communication tools (website, newsletter, publications, etc.) in order to ensure that proper rules and procedures, as well as lessons learned are conveyed to all stakeholders and beneficiaries
- Organisation of media/press contacts/events.

### **3.5 Conditionality and sequencing**

The conditions for successful implementation of the project include the following:

- active involvement of national and local authorities on both sides of the internal Western Balkan borders;
- cross-border cooperation programmes seen as beneficial instruments to strengthen collaborations and exchanges with their neighbours;
- IPA CBC support considered by stakeholders as an additional resource for implementing investments/activities foreseen in their development strategy;
- High interest and absorption capacity of IPA CBC programme structures to enhance capacities;
- Efficient coordination of activities between EU Delegations, especially steps involving approvals of documents (CfPs, evaluations, contracting, etc.)
- ...

It is expected that relevant authorities will fully cooperate by enabling the stakeholders concerned to take part in the various activities and by providing easy access to existing information and resources. In this respect, the level of risk is very low on account of the generally high degree of institutional commitment to successful cross-border cooperation in the region.

In this respect, the role of the CBC Regional Consultative Body will also be to ensure proper coordination and harmonisation of activities and processes and that conditions are met for effective implementation of CBIB.

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<sup>5</sup> Regional Capacity Building Initiative, ie. TA for the European Neighbourhood and Partnership Instrument Cross Border Cooperation (ENPI CBC) Programmes 2007-2013

### **3.6 Linked activities**

The following capacity-building activities funded by the EU or other donors have been or are being implemented in the region:

Albania: assistance available via CARDS Regional 2005/6 (completed in August 2009);

Bosnia and Herzegovina: a National TA project – EU CORIN: supporting national authorities in CBC programmes at intra Western Balkan borders (BiH/CRO/MNE/SRB), with Member States (IPA CBC Adriatic) and participation in the ERDF transnational cooperation programmes South–East Europe and Mediterranean – was set up in 2007 in the Directorate for European Integration; EU CORIN I ended in April 2009 and was followed by EU CORIN II in July 2009;

Croatia: CARDS 2004 Institution and Capacity Building has been providing support and advice to the Department for Cross-Border Cooperation in the Ministry for Regional Development, Forestry and Water Management. All IPA CBC activities have been implemented with the support of the national TA project. This project ended in May 2009. The 2008 IPA twinning project “Assistance with the Management of Objective 3 under Cohesion Policy” is another relevant initiative planned as a preparation for using EU funds within Objective 3.

The former Yugoslav Republic of Macedonia has received assistance provided by Bulgaria and Greece under CBC programmes with these EU Member States;

Montenegro: no national TA is envisaged, but some assistance is available via CARDS Regional 2005/6;

Serbia: from October 2004, the national TA project provided support and advice to the Ministry of Finance on the establishment of a Programme Coordination and Management Unit (PCMU), whilst ensuring that the CBC programmes 2004–2006 with Member States and now IPA CBC programmes lead to successful projects - the TA project second phase began in April 2008 and lasted until July 2010;.

Kosovo: the CARDS 2005 TA project “Cross-Border Cooperation Programme Kosovo” started in August 2008 and is planned to last until February 2012. Its aim is to assist Kosovo authorities in preparing for IPA CBC programmes with neighbouring countries.

### **3.7 Lessons learned**

No IPA CBC programme at intra Western Balkan borders would have been possible without a regional TA or some form of regional coordination. The experience of CARDS confirms this assumption. Despite the funds allocated by CARDS Regional 2004–2006 to promote and initiate CBC in the Western Balkans, in the absence of a Regional TA playing a catalyst role, national authorities were not in a position to meet all the requirements set to put together cross–border cooperation programmes.

With CBIB, the lessons drawn from INTERACT have been put into practice. In the European Union, even after twenty years of cross-border cooperation under the INTERREG programme, a multi–beneficiary TA is still felt to be needed to support coherent and effective programming and implementation of CBC and other territorial

cooperation programmes. This is all the more necessary in the Western Balkans considering their recent history and their scarce experience in cross-border cooperation.

Under phases I and II of CBIB, regional coordination has been improved. Regular opportunities for collaborations and communication have been provided through regional meetings and Regional Fora and care has also been taken to avoid any duplication or overlapping with National TA projects. The next phase of CBIB will maintain this approach and increase the participation of beneficiaries and other stakeholders through the work of the CBC Regional Consultative Forum.

#### 4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA EU 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)
Service Contract	x		2 500 000 EUR	2 500 000 EUR	100							
TOTAL IB			2 500 000 EUR	2 500 000 EUR	100							
TOTAL INV												
<b>TOTAL PROJECT</b>			2 500 000 EUR	2 500 000 EUR	100							

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))

## 5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Service Contract	Q2 2011	Q4 2011	Q4 2013

## 6. Cross cutting issues

### 6.1 Equal Opportunity

The projects will encourage and integrate gender mainstreaming in its aims and activities, specifically in subject matters and areas where the presence of women in the economy has traditionally been very low. While implementing the project activities and, to the extent applicable, particular attention will be paid to ensure that gender disaggregated data is made available to carry out an analysis of the social and economic impact of the actions undertaken for better involvement of women.

### 6.2 Environment

The European Union has a long-standing commitment to address environmental concerns in its assistance programmes (as part as a wider commitment to sustainable development). As part of CBIB also, beneficiaries will be encouraged to guarantee that the protection of the environment receives more attention and is considered as a priority to be covered under their joint programmes

### 6.3 Minorities

Rights of minorities should be guaranteed in every step of project implementation. As a matter of concern in the region, the project should promote further attention to the protection of minorities during the programming process, through the provision of training to potential beneficiaries and during the evaluation of projects submitted to Calls for Proposals.

## ANNEXES

- I- Logical framework matrix in standard format
- II- Amounts (in EUR) contracted and disbursed per quarter over the full duration of project
- III- Description of Institutional Framework
- IV - Reference to laws, regulations and strategic documents:
- V- Details per EU funded contract

## ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Regional Technical Assistance to Cross-Border Cooperation in the Western Balkans	CRIS No.: 022-964
	Contracting period expires 31 December 2012	Disbursement period expires 30.November 2015
	Total budget: EUR 2 500 000	IPA budget: EUR 2 500 000

Overall objective	Objectively verifiable indicators	Sources of Verification	
To enhance good neighbourly relations and prosperity in the Western Balkans through improved cooperation between border regions	Level of participation in the Cross Border Programmes Absorption of funds available through IPA CBC	Findings from Evaluations Official Reports JTS reports and statistics Annual Programme Implementation Reports	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To enhance regional coordination and harmonisation of approaches and mechanisms in the field of cross-border cooperation at intra-Western Balkan borders, in line with EU frameworks and guidelines in the area of territorial cooperation.	High quality of implementation of IPA CBC Programmes Effective coordination, management, and control mechanisms Level of participation in the regional activities Number and quality of applications received	EU Monitoring reports and audits Annual Programme implementation Project reports JTS reports	High interest and absorption capacity of IPA CBC programme structures to enhance capacities Efficient and effective coordination between stakeholders Regional and local authorities perceive the IPA CBC support as an additional resource for the implementation of the investments/activities foreseen in their development strategy EU Delegations coordinate activities among themselves, especially steps involving approvals of documents (CfPs, evaluations, contracting, etc.)

			Procedures, processes and manuals used and jointly updated. JMSs will provide proper support in planning, inviting for and implementing public events.
<b>Results</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<p><u>Result 1:</u> Regional coordination and interaction between cross-border cooperation stakeholders and target groups in the Western Balkans are sustained</p> <p><u>Result 2:</u> Efficiency and effectiveness of programme as well as project management and implementation are improved and in line with EU standards and IPA requirements</p> <p><u>Result 3:</u> Best practice culture and cross-fertilisation of experiences is promoted</p> <p><u>Result 4:</u> Pathways with EU practices and stakeholders in relation to territorial cooperation are established</p> <p><u>Result 5:</u> Visibility on cross-border cooperation at intra Western Balkan borders is enhanced</p>	<p>Structured institutional and organisational set-up of CBC Regional Consultative Body</p> <p>Number and types of thematic working groups and other regional/multi-beneficiary events, as well as number of participants</p> <p>Quality of specific regional initiatives launched as a result of regional discussions</p> <p>Number and quality of partnerships/collaborations as well as links, established between IPA CBC practitioners</p> <p>Number of outputs/documents generated by thematic working groups as added value tools and reference materials</p> <p>Number and types of specific advisory CBIB interventions targeted at CBC practitioners</p> <p>Number of training sessions and workshops and "CBC project surgeries" held and number of participants</p> <p>Number and quality of guidelines created for improved programming and</p>	<p>EU Monitoring reports and audits</p> <p>Annual Programme implementation</p> <p>Project reports</p>	<p>Staff of the Operating and Joint Structures is interested in improving their skills.</p> <p>High level of motivation of the national authorities to implement cross-border cooperation programmes among the beneficiaries.</p> <p>Regional and local authorities perceive the IPA CBC support as an additional resource for the implementation of the investments/activities foreseen in their development strategy.</p> <p>Eligible partners in the border regions of the Beneficiaries remain interested in cross-border cooperation.</p>



	<p>project development and management</p> <p>Maintenance and regular update of the IPA CBC Management Information System (MIS).</p> <p>Number of study visits to EU Member States, including good practice projects visited and participants involved</p> <p>Participation in EU events and activities</p> <p>Increased awareness of EU programmes, tools and mechanisms as well as stakeholders</p> <p>Level of media coverage in relation to CBIB activities, e.g. number of articles published</p> <p>CBIB website upgraded and regularly updated</p> <p>Number of CBIB newsletter issues prepared, printed and distributed</p> <p>Number, relevance and quality of thematic publications prepared and printed</p>		
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
<p>Running of a CBC Regional Consultative Body to act as a standing forum for IPA CBC stakeholders and practitioners</p> <p>Creation of thematic Working Groups under the umbrella of the Regional Consultative Body</p>	Service contract	EUR 2 500 000	<p>IPA CBC implementation procedures work efficiently</p> <p>Staff/local experts of the Operating and Joint Structures are interested in improving their skills</p> <p><i>Risks</i></p> <p>Delays in the implementation of IPA CBC programmes <input type="checkbox"/> could generate</p>

<p>Organisation of regional events, including at least two general meetings of the Consultative Body per year</p> <p>Organisation of training in relation to IPA CBC programmes on management techniques, communication, strategic orientation, policy development, as well as monitoring and evaluation</p> <p>Organisation of capacity building events for potential applicants and grant beneficiaries, including "CBC project surgeries"</p> <p>Provision of direct technical support to the institutions and bodies responsible for the management and delivery of IPA CBC programmes</p> <p>Development of joint analyses, assessments and studies (mainly as part of the activities of the Working Groups)</p> <p>Preparation of guidelines for improved programming and project development and management</p> <p>Maintenance and regular update of the IPA CBC Management Information System (MIS)</p> <p>Organisation of stakeholder events and thematic seminars, as well as "project fairs"</p> <p>Organisation and maintenance of stakeholder exchange tools/fora on the CBIB website</p>			<p>disenchantment among the final beneficiaries, which could influence their participation</p> <p>Differing local interests and political directions may reduce the efficiency of identifying and preparing suitable projects or may even block the whole process.</p>
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<p>Organisation of exchanges, including study visits</p> <p>Support for the participation of IPA CBC stakeholders in activities organised under the aegis of INTERREG programmes and other initiatives in the area of cross-border cooperation</p> <p>Promotion of a cross-border community of practice, i.e. communication and exchange of information and knowledge with initiatives similar to CBIB</p> <p>Development of communication tools (website, newsletter, publications, etc.)</p> <p>Organisation of media/press contacts/events.</p>			
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**ANNEX II: Amounts (in EUR) contracted and disbursed per quarter over the full duration of project**

<b>Contracted</b>	<b>2011 Q4</b>	<b>2012 Q1</b>	<b>2012 Q2</b>	<b>2012 Q3</b>	<b>2012 Q4</b>	<b>2013 Q1</b>	<b>2013 Q2</b>	<b>2013 Q3</b>	<b>2013 Q4</b>	<b>2014 Q1</b>	<b>2014 Q2</b>
Service Contract	2 500 000										
Cumulated	2 500 000										
<b>Disbursed</b>	<b>2011 Q4</b>	<b>2012 Q1</b>	<b>2012 Q2</b>	<b>2012 Q3</b>	<b>2012 Q4</b>	<b>2013 Q1</b>	<b>2013 Q2</b>	<b>2013 Q3</b>	<b>2013 Q4</b>	<b>2014 Q1</b>	<b>2014 Q2</b>
Service Contract		500 000		550 000		550 000		550 000			350 000
Cumulated		500 000		1 050 000		1 600 000		2 150 000			2 500 000

### **ANNEX III: Description of Institutional Framework**

For all Beneficiaries, the principal institutions associated with Cross-Border Cooperation include the Operating Structures, the Joint Monitoring Committee, the Steering Committee and the Joint Technical Secretariat, responsible for the programming, procurement, evaluation and monitoring process.

Under joint programmes, each Beneficiary has a structure underpinning the institutional framework for preparing, developing and managing IPA CBC programmes. In addition, this framework ensures the follow-up of all phases including the procurement phase and all necessary related controls.

#### *Albania*

The responsibility for the coordination of CBC Programmes lies with the Ministry of Integration (MoI). The Directorate of Institutional Support and Integration (DISI) in MEI coordinates EU assistance under the IPA (national and CBC) and other EU initiatives. Under the DISI, a Unit for Regional Cooperation (URC) was established in 2006, coordinating CBC Programmes at the national level for all neighbourhood, cross-border and trans-national programmes in which Albania participates.

#### *Bosnia and Herzegovina*

The Directorate for European Integration (DEI) acts as the IPA Component II Coordinator and Operating Structure for the CBC Programmes. The Department for Cross-Border and Regional Programmes within the Sector for Coordination of EU Assistance Programmes of DEI is more particularly responsible for IPA CBC Programmes. The Council of Ministers of Bosnia and Herzegovina established a National Task Force (NTF) for IPA Component II in March 2008.

#### *Croatia*

The Government of Croatia has delegated the responsibility for managing IPA CBC Programmes to the Ministry of Regional Development, Forestry, and Water Management (MRDFWM) and its Department for Cross-Border Cooperation (DCBC), which serves as the Operating Structure for cross-border programmes under IPA.

#### *The former Yugoslav Republic of Macedonia*

For IPA component II, the Operating Structure is composed of two bodies consisting of the Central Financing and Contracting Department (CFCD) and the Ministry of Local Self-Government (MLSG). In October 2008, these two institutions signed the “Operational Agreement for the cross-border programme 2007-2013 between the former Yugoslav Republic of Macedonia - Albania” and the “Manual of procedures for IPA co-ordinator for component II: Cross-Border Cooperation Programme the former Yugoslav Republic of Macedonia -Albania (2007-2013)” regulating their tasks and responsibilities.

### *Montenegro*

Until June 2009, the Deputy Prime Minister for European Integration served as the NIPAC while the IPA CBC coordinator was the Head of Secretariat for European Integration (SEI). In June 2009, after the new Government of Montenegro was formed, the SEI was turned into the Ministry of European Integration (MEI). The Deputy Prime Minister for European Integration has now become the Minister of European Integration and retains the role of NIPAC. The MEI also acts as the Operating Structure for the IPA CBC and transnational programmes. The MEI Deputy Minister, has also been appointed as national CBC coordinator.

### *Serbia*

The Deputy Director of Serbian Government EU Integration Office (SEIO) performs the role of Coordinator for EU Funds. The EU Integration Office- Sector for Cross-Border and Transnational Cooperation Programmes has been designated as the institution in charge of CBC Programmes concerning Serbia and as the Operating Structure for IPA CBC Programmes.

### *Kosovo*

The Ministry of Local Government Administration (MLGA) acts as the Operating Structure for IPA CBC. The Department for Regional Development and European Integration within the MLGA has appointed CBC officers.

#### **ANNEX IV: Reference to laws, regulations and strategic documents**

Council Decision of 18 February 2008 (2008/210/EC) on the principles, priorities and conditions contained in the European Partnership with Albania and repealing Decision 2006/54/EC

Council Decision of 18 February 2008 (2008/211/EC) on the principles, priorities and conditions contained in the European Partnership with Bosnia and Herzegovina and repealing Decision 2006/55/EC

Council Decision of 12 February 2008 on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing Decision 2006/145/EC

Council Decision of 18 February 2008 (2008/212/EC) on the principles, priorities and conditions contained in the Accession Partnership with the former Yugoslav Republic of Macedonia and repealing Decision 2006/57/EC

Council Decision of 22 January 2007 (2007/49/EC) on the principles, priorities and conditions contained in the European Partnership with Montenegro.

Council Decision of 18 February 2008 (2008/213/EC) on the principles, priorities and conditions contained in the European Partnership with Serbia including Kosovo as defined by United Nations Security Council Resolution 1244 of 10 June 1999 and repealing Decision 2006/56/EC

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## **ANNEX V: Details per EU funded contract**

The project will be implemented through a contract for services (after a restricted call for tender) for a value of EUR 2 500 00 and a duration of 24 months (tentatively from December 2011 to December 2013), which may be extended for an equivalent value and duration.