

**Project Fiche No. 3**

**Cross-Border Institution Building Phase II**

**1. Basic information**

- 1.1 CRIS Number:** 2010/xxx-xxx
- 1.2 Title:** Cross-Border Institution Building Phase II
- 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, Serbia as well as Kosovo under UNSCR 1244/99

**Implementing arrangements:**

- 1.5 Contracting Authority (EC):** European Community represented by the Commission of the European Communities on behalf of the Beneficiaries.
- 1.6 Implementing Agency:** Not applicable
- 1.7 Beneficiary:** 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>1</sup>:** EUR 1 500 000
- 1.9 EC contribution:** EUR 1 500 000
- 1.10 Final date for contracting:** 30 November 2011
- 1.11 Final date for execution of contracts:** 30 November 2013
- 1.12 Final date for disbursements:** 30 November 2014

---

<sup>1</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**

The overall objective is to enhance good neighbourly relations and prosperity in the Western Balkans through improved cooperation between border regions.

### **2.2 Project purpose**

To strengthen the capacity of Beneficiaries for implementation and management of IPA Cross-Border Cooperation (IPA-CBC) at both programme and project levels.

### **2.3 Link with AP / NPAA / EP / SAA<sup>2</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 Community acquis in the field of regional development.”*

The CBIB project is designed to reflect 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**

All national MIPDs 2009-2011 foresee support to further regional cooperation and cross-border cooperation under Section 2 “Pre-Accession Strategic choices for IPA assistance: Component II Cross-border Cooperation (CBC)”. The project aims to extend the technical assistance at regional level provided under CARDS 2003, 2005 and 2006 (CBIB Phase I and CBIB Phase II) to ensure sound development and management of IPA CBC programmes at intra-Western Balkan borders.

### **2.5 Link with National Development Plans**

#### *2.5.1 Albania*

Albania participates in cross-border programmes with Montenegro and the former Yugoslav Republic of Macedonia. Financing Agreements for the programmes were signed in April 2008. The first Calls for Proposals for both programmes were published in June 2009.

#### *2.5.2 Bosnia and Herzegovina*

Bosnia and Herzegovina participates in cross-border programmes with Croatia, Montenegro, and Serbia. The first Calls for Proposals for all three programmes were launched in July 2009.

---

<sup>2</sup> AP = Accession Partnership; NPAA = National Programme for the Adoption of the Acquis (for Candidate Countries), National Action Plan (for Potential Candidates); EP= European Partnership; SAA = Stabilisation and Association Agreement

### 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.

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

The former Yugoslav Republic of Macedonia participates in one cross-border programme with Albania. The Financing Agreement was signed in March 2008 and the first Call for Proposals under this programme was launched in June 2009.

### 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.

### 2.5.6 *Serbia*

The Republic of 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.

### 2.5.7 *Kosovo*

To date, there have been no specific initiatives on cross-border cooperation in Kosovo. If Kosovo receives funds for IPA CBC without CBC Programmes being developed, the plan is to develop a unilateral programme for which a project fiche has already been prepared.

A significant TA CARDS 2005 project “Cross-Border Cooperation Programme Kosovo” started in August 2008. It provides technical assistance to conduct the preparations for the setting up of the Kosovo CBC Operating Structure and to enable access to IPA CBC funding and participation in the IPA CBC programmes with neighbouring countries.

## **2.6 Link with other donors’ contributions**

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 in Albania, DfID in Kosovo, 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 entitled “Western Balkans: Enhancing the European perspective”<sup>3</sup> emphasises the crucial role of cross-border cooperation as an instrument to contribute towards reconciliation and to restore good neighbourly relations in the Western Balkans at grassroots level.

IPA Component II envisages two types of cross-border cooperation: (1) between candidates/potential candidates and EU Member States, and (2) between candidates/potential candidates. IPA-CBC sets out to promote enhanced cooperation and progressive economic integration and coherence between the European Union and the Candidate Countries and Potential Candidates.

The purpose of the first phase of the Cross-Border Institution Building (CBIB I from 2006 to 2008), was to increase the capacities of the national authorities directly involved in the preparation of the CBC programming documents and the implementation and management of the programmes.

Eight bilateral cross-border programmes at internal Western Balkan borders were prepared and approved by the EC. Joint Management Structures responsible for the implementation of the programmes: Joint Monitoring Committees (JMC) supported by Joint Technical Secretariats (JTS) were established. Preliminary support was also provided for to prepare Guidelines for Applicants and the application package for the first Calls for Proposals. In parallel, awareness-raising activities on IPA-CBC were implemented throughout the region accompanied by training sessions organised for the National Authorities, the staff of the JTS and potential applicants.

The current CBIB II project (November 2008 – May 2010) continues to support both national authorities in the preparation and launching of Calls for Proposals and potential applicants in building up their capacity for successful project preparation and implementation.

In order to continue and ensure a homogenous and successful implementation of the cross-border programmes in the Western Balkans, additional capacity-building activities at regional level will be required after May 2010.

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

##### *Cross-Border Impact*

CBIB promotes the creation of regional, cross-border networks among institutions and organisations from adjacent areas that will subsequently ensure their greater involvement in programming and participation in the work of JMCs and their application for cross-border projects.

---

<sup>3</sup> COM(2008) 127 “Western Balkans: Enhancing the European Perspective” dated 5 March 2008

### *Catalytic Effect*

CBIB will contribute to the setting-up of a regional consultative forum serving as an advisory and research body for building upon lessons learned, providing input to the EC for the development of IPA-CBC guidelines and mechanisms. The forum will enable dialogue on the effects of cross-border cooperation and identify shared concerns and priorities. CBIB will ensure the broadest possible participation of all IPA-CBC stakeholders in the forum.

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

### *Sustainability*

National institutions in charge of IPA-CBC have shown their commitment by increasing their resources and ensuring that turnover of staff is less than during the previous phase of CBIB. The discrepancies between human and financial capacities of the relevant authorities of the Region have also decreased as a harmonised approach in the setting-up of procedures and implementation of activities is applied. JMCs and JTSs have been established and their capacities are enhanced through on-the-job support, training and knowledge transfer.

### *Project Impact*

Taking into consideration its regional nature, the project will be regularly monitored and its impact evaluated to allow for relevant adjustments to be made.

After May 2010, CBIB II will:

- Continue to serve as a “transmission belt” between the EC, EC Delegations in the Western Balkans and other IPA-CBC stakeholders<sup>4</sup> to ensure direct communication and a coordinated approach;
- Ensure coordination at all levels to avoid duplication of effort and overlapping;
- Maintain already established regional communication/coordination by way of regional meetings and Regional Forums, joint problem-solving;
- Should Kosovo eventually participate in 2010, provide necessary support in close coordination with Kosovan institutions and the European Commission Liaison Office (ECLO);
- Further enhance the capacities of national institutions/joint structures for effective and efficient management and implementation of IPA-CBC programmes/projects by ensuring that trained individuals remain within their institutions/structures and are able to provide assistance to the potential beneficiaries in project preparation and able to implement the process;
- Further enhance the capacities of potential applicants for successful project preparation and implementation by ensuring continuous training, knowledge transfer and generation, as well as targeting those groups/sectors of potential applicants that have not achieved sufficient coverage in the first Calls for Proposals (CfP).

---

<sup>4</sup> National Operating Structures, Joint Management Structures (JMCs and JTSs), national Technical Assistance teams, other donors and potential applicants

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

Programme management established and in particular:

#### **Result 1: Capacities of programme structures strengthened**

*Indicators:*

- 2<sup>nd</sup> round of CfPs successfully prepared, launched and implemented;
- Support provided in maintenance of the FAQ service for all 8 programmes;
- Support provided in the evaluation of the results of the first programme cycle for all 8 programmes;
- 6 specific workshops for programme structures organised – lessons learned from the first round of CfPs;
- 5 training sessions on project implementation and monitoring delivered;
- Guidelines for monitoring project implementation prepared;
- Support provided in conducting 20 monitoring missions and in preparation of the reports;
- Programme websites (JTS) regularly updated and upgraded;
- Additional information materials for each programme prepared;
- Support provided in delivering 6 workshops for the grant contract beneficiaries;
- Support provided in conducting SWOT and situation analysis for at least 5 programmes;
- 8 Annual Reports on Implementation prepared;
- Support provided in the revision of all 8 cross-border programmes.

#### **Result 2: Management and control mechanisms in place**

*Indicators:*

- 4 training sessions in management, control and audit conducted;
- Support in maintenance and regular update of the Management Information System (MIS) for at least 4 programmes provided.

Project pipeline of good quality project proposals developed and approved, and in particular:

#### **Result 3: Cross-border cooperation increased**

*Indicators:*

- CBIB website upgraded and regularly updated;
- 8 issues of the CBIB Newsletter prepared, printed and distributed;
- CBIB database regularly updated;
- At least 4 publications prepared and printed;
- Promotional items prepared and regularly distributed;
- 2 Regional CBC forums organised;
- Regional Consultative forum established and at least one meeting organised.

## **Result 4: Capacities for project preparation and implementation improved**

### *Indicators:*

- At least 10 thematic cross-border workshops organised;
- At least 10 training sessions for Training Module 1 delivered;
- At least 15 trainings for Training Module 2 delivered;
- At least 8 workshops organised for potential applicants whose proposals were not approved;
- Working groups for each programme established and support provided in regular meetings;
- At least 8 workshops for partner institutions organised;
- Project Implementation Manual translated.

### **3.4 Activities**

In line with the activities carried out between 2008 and 2010, CBIB II Phase B will continue to support institutional capacity building for both programme and project development and management, raise awareness on the possibilities of cross-border cooperation in eligible regions, improve the knowledge on IPA-CBC programmes and increase the number of potential applicants. This will involve:

- Assessment of previous assistance to each Beneficiary and adaptation of the capacity building strategy according to each Beneficiary's needs and requirements; help to beneficiaries in capacity building for the management, implementation and monitoring of the IPA-CBC Programmes at borders between Candidate Countries/Potential Candidates;
- Support to the management structures of each IPA-CBC programme to ensure that TA activities complement those already carried out (through national TA where they exist);
- Assurance that there are synergies in technical assistance at national and regional levels to IPA-CBC programmes to avoid overlaps and inefficiencies.

#### *Activities linked to Result 1: Capacities of Programme Structures strengthened*

- *Activity 1.1: Support in launching and implementation of CfPs*

On the basis of the results of the analysis of the first round of CfPs (problems encountered and main bottlenecks), workshops for each group of programme structures will be designed and regional events organised to enhance capacities of the programme structures, improve implementation and harmonise approaches.

During the preparation of the second and third round of CfPs, CBIB will not provide direct support, but instead closely monitor progress and have an advisory role in harmonising and synchronising activities etc at all borders and prevent possible problems and bottlenecks.

- *Activity 1.2: Support in monitoring of project implementation*

The implementation of projects contracted under the first CfPs will not start before March 2010. After May 2010, the CBIB will focus its support under this result in guiding the monitoring and evaluation of these projects.

Direct support will be provided in checking project progress reports, conducting monitoring visits and preparing monitoring reports. Possible bottlenecks in the implementation of the projects will be identified and suitable solutions for overcoming problems found. JTSs should also be supported in providing guidance to the final beneficiaries during the implementation of projects.

- *Activity 1.3: Support in the preparation of the annual reports on implementation*

In June 2009, CBIB provided support in drafting annual reports on Implementation for 6 cross-border programmes on internal Western Balkan borders. No CfPs were launched at that time.

CBIB will provide support in conducting analyses of activities 1.1, 1.2 and 2.2, and guide the JTS on how to use already available information and prepare comprehensive Reports on Implementation. In addition, CBIB will ensure that all reports are prepared in a harmonised manner and submitted on time.

- *Activity 1.4: Support in revision of the existing cross-border programmes*

During the programme revision in 2009, only the financial tables were updated. In 2011, the first cycle for some programmes will be completed and the analysis of their implementation may be conducted. The cross-border programmes may be revised in line with the results of the analysis and consultations with relevant stakeholders.

After May 2011, CBIB will support the implementation of activity 1.4 and ensure that the revision of existing cross-border programmes is conducted in a timely and harmonised manner for all IPA CBC programmes.

Should Kosovo engage in full cross-border cooperation activities, additional support will be required from CBIB. This support will mainly relate to activities during programming (bilateral meetings, SWOT and situation analyses, and drafting programming documents), which will be provided from the neighbouring countries covered by CBIB II.

*Activities linked to Result 2: Management and control mechanisms in place:*

- *Activity 2.1: Provide inputs to the National Authorities and ad-hoc DIS TA on specific characteristic of the IPA component II*

National Authorities (assisted by an *ad-hoc* DIS TA) are responsible for setting up the management and control systems required by the IPA regulatory framework for the decentralised implementation systems (DIS) of all IPA components applicable to the Beneficiary and for the accreditation of relevant national structures.

CBIB experts may be called upon to (1) Participate in an advisory capacity in meetings/working groups to discuss/deal with DIS preparatory activities set up by the relevant national authorities with a view to keep the focus on the Component II aspects; (2) Provide information to national authorities and *ad-hoc* DIS TA on the specific characteristics of Component II to be taken into account when designing DIS management and control systems.

- *Activity 2.2: Support in establishing and maintaining a comprehensive monitoring system on programme and project level*

Until May 2010, the specific needs of each Beneficiary will be assessed as well as the requirements for programme monitoring in relation to the measurable indicators set in the programmes. The most appropriate system for each Beneficiary will be proposed.

CBIB will try to ensure the establishment of a harmonised and unified monitoring system that will allow for an adequate overview of project implementation, and facilitate monitoring of projects and programmes, as well as reporting on programme implementation against requested indicators. The uniform MIS will provide effective information-sharing and efficient programme management. Statistic data will be easily extracted and be matched with data relevant for other programmes on the internal Western Balkan borders.

After May 2010, CBIB will support the establishment of the MIS system in Beneficiaries where it is not already in place as well as in its regular maintenance in each Beneficiary. CBIB will also provide training for all relevant programme structures on management, control and audit of the cross-border programmes and on the adequate use of the already established systems. Training will be delivered for the structures for all 8 programmes so as to ensure a harmonised and systematic approach in the whole region and on all Western Balkan internal borders.

#### *Activities linked to Result 3: Cross-border cooperation increased*

- *Activity 3.1: Development, maintenance and updating of different information/publicity tools*

After May 2010, CBIB will continue to use information and publicity tools already developed (website, newsletter, publications and promotional items) in order to promote IPA cross-border and transnational cooperation and to ensure visibility of the EU and its activities. The tools used and information presented will adequately follow the needs of the target groups. In addition, apart from the CBC relevant information, information on other funding possibilities under the EU umbrella will be included and current tenders and CfPs will be followed up.

- *Activity 3.2: Support the activities and functioning of the Regional Consultative Forum*

Until May 2010, regional CBC forums are being organised with limited participation of the potential and final beneficiaries of the programmes. The key and full potential of the regional meetings of this kind may only be achieved not only with the involvement of IPA CBC stakeholders on all levels but also with the inclusion of all segments of civil society and non-state bodies.

The same principle should apply for the IPA CBC decision-making structures that have so far mainly been composed of state actors. In this respect, the structure of decision-making bodies should be expanded and include all levels of society and allow for their voices to be heard. This would ensure the ownership of the process by all the sections of society CBC is aimed at, namely local communities in the border regions of the Western Balkans.

After May 2010, the regional CBC forums include final beneficiaries and representatives from working groups (activity 4.2).

Apart from expanding the structure of IPA CBC stakeholders, there appears to be a need to formalise these contacts at a regional level. A Regional Consultative Forum will be created by May 2010 as the advisory and research body for building upon lessons learnt, providing inputs to EC for the development of IPA CBC guidelines and mechanisms, identifying a pipeline of priority projects for future funding. After May 2010, the body will be properly established and CBIB support will be needed to help organise its meetings and support its activities. Meetings will take place during Regional CBC forums.

Activities linked to Result 4: Capacities for project preparation and implementation enhanced

- *Activity 4.1: Organisation of thematic cross-border workshops*

After May 2010, CBIB will continue to deliver thematic workshops for groups of potential final beneficiaries not adequately included during the first round of CfPs. Themes will be identified after the assessment of the CfPs and agendas with materials prepared. Cross-border workshops will be organised on a programme basis in order to raise awareness on funding possibilities, priorities and measures of the programmes, possible project ideas, partnership principles and project development.

- *Activity 4.2: Capacity building in project preparation*

After May 2010, capacity building activities in the region will still be necessary. The following initiatives should be undertaken: (1) Workshops and training for unsuccessful project applicants; (2) Initial training for those that have had no experience in project preparation and have never participated in training sessions; (3) Advanced training for those with previous project preparation or training experience with other donors.

CBIB will also provide a more systematic approach in identifying priorities of border regions and its actors. Furthermore, each beneficiary partner institution will be identified<sup>5</sup>. Working groups for each programme will be established and CBIB will support and facilitate their activities. The aim of this activity will be to identify a list of priority cross-border initiatives that will create a domino effect, ensure funds for co-financing from institutions with greater financial capacities, and to ensure sustainability by institutionalising projects and their achievements after the termination of the contract. The conclusions from these working groups will also be used for the revision of the cross-border programmes (activity 1.4) and their representatives will be included in the work of the Regional Consultative Forum.

- *Activity 4.3: Capacity building in project implementation*

Apart from the support that will be provided to final beneficiaries through supporting the JTS activities (activities 1.1 and 1.2), training in project implementation will be organised for potential final beneficiaries. The Project Implementation Manual prepared before May 2010 in English will also be translated into local languages.

### **3.5 Conditionality and sequencing**

Five CBIB regional offices have been set up and fully staffed during the current phase of CBIB II. This will ensure a seamless extension of activities after May 2010.

---

<sup>5</sup> E.g. regions, municipalities, districts, regional development agencies, chambers of commerce and umbrella NGOs

However, detailed country-specific work plans prepared on the basis of a Needs Assessment Analysis conducted during the inception phase of CBIB II must be reviewed with the beneficiaries and revised in accordance with the requests for additional assistance, if any, in order for the project to be able to provide adequate support for each Beneficiary.

On the basis of the results of the EC feasibility study, Kosovo's potential participation in fully-fledged cross-border cooperation under IPA must be taken into consideration and provision be made in both human and financial resources of the CBIB project in order for the project to be able to cover the increased needs for support (up to four new IPA-CBC programmes) in close coordination with the National Technical Assistance project and ECLO.

The active involvement of national, local and regional authorities on both sides of the internal Western Balkan borders will be necessary for the success of the CBIB project. National authorities will have to consider cross-border cooperation programmes as beneficial for strengthening cooperation with the neighbouring countries. Regional and local authorities have to see IPA CBC support as an additional resource for implementing investments/activities foreseen in their development strategy. Eligible partners in the border regions of the Beneficiaries ought to remain interested in cross-border cooperation.

### **3.6 Linked activities**

The following capacity-building activities funded by the EC 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 CBC BiH/CRO/MNE/SRB, IPA Adriatic, and SEES – 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 former Yugoslav Republic of Macedonia has received assistance provided by Bulgaria and Greece under CBC programmes;

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

Serbia: Since October 2004, the national TA project has been providing support and advice to the Ministry of Finance on the establishment of a Programme Coordination and Management Unit (PCMU), whilst ensuring that the Neighbourhood Programmes and now IPA CBC programmes are transformed into successful projects. The TA project second phase began in April 2008 and is planned to last until April 2010.

Kosovo: CARDS 2005 TA project “Cross-Border Cooperation Programme Kosovo” started in August 2008 and will last until February 2010. This project provides technical assistance to

institutions responsible for IPA CBC and intends to conduct the necessary preparations in collaboration with neighbouring countries to obtain IPA CBC funding<sup>6</sup>;

Since some of these projects will end their activities during or just before the extension period for CBIB II, the project will build on their achievements, take into consideration the advanced capacities of national authorities benefiting from direct national technical assistance and adjust its activities accordingly, and ensure close coordination in order to avoid duplication of effort with EC or other donor assistance.

### **3.7 Lessons learned**

The Terms of Reference and Logical Framework for the first phase of CBIB II have been revised and a thorough Needs Assessment Analysis has been made of Beneficiaries' capacities and requirements for assistance. Specific Work Plans that adequately address their needs have been prepared in accordance with assistance already received and the extent of experience under previous CBC programmes, as well as reflecting different levels of performance among different countries. Changes in the project environment have been reflected in project design.

After May 2010, CBIB II will review the existing country Work Plans and proceed with the necessary changes in accordance with the needs of the Beneficiaries.

Regional coordination has been improved. Regular opportunities for coordination and communication have been provided through regional meetings and Regional Forums. Care has been taken to avoid any duplication or overlapping with National TA projects.

CBIB II Phase B will maintain this approach and pay special attention to involve potential applicants/grant beneficiaries more closely in the work of the Regional Consultative Forum and broaden their participation in the IPA CBC.

The possibility of Kosovo to take part in fully-fledged IPA CBC as of 2010 has been taken into consideration and reflected in the Work Plan and the impact of these activities considered in overall project planning by making reservations in financial and human resources. After the results of the Feasibility Study are made known, CBIB II Phase B will make adequate planning for its activities in Kosovo.

A harmonised approach has been applied, especially in the preparation of various documents governing the modalities of IPA CBC management and implementation<sup>7</sup> and in the establishment of various support mechanisms<sup>8</sup>. In order to avoid delays in the implementation of IPA CBC programmes and subsequent inability of Beneficiaries to meet the contracting

---

<sup>6</sup> A protocol between Kosovo and the former Yugoslav Republic of Macedonia has been signed for cooperation in the fields of education, investment and tourism. There are also agreements with Albania (tourism) and Montenegro and several municipalities in Kosovo are engaged in cross-border cooperation with their neighbours.

<sup>7</sup> Procedures for handling FAQ and requests for additional information, JSC Rules of Procedures, etc

<sup>8</sup> Recommendations for programme websites, presentations for information sessions and Partner Search Forums, establishment of the Management and Information System, etc.

deadlines, care has been taken to ensure that activities be implemented at the same pace in all Beneficiaries.

The location of CBIB offices has been determined following consultations with the Beneficiaries. Office premises have been set up close to the structures that require most support in Beneficiaries not benefiting from national TA support.

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

			TOTAL EXP.RE	SOURCES OF FUNDING								
				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)
Activity 1	x		1 500 000	1 500 000	100							
TOTAL IB			1 500 000	1 500 000	100							
TOTAL INV												
<b>TOTAL PROJECT</b>			<b>1 500 000</b>	<b>1 500 000</b>	<b>100</b>							

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 (extension)	N/A	Q2 2010	Q4 2011

## 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

During the project, 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 EC funded contract

## ANNEX 1: Logical Framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	CBIB Phase II	CRIS number: 2010/xxx-xxx
	Contracting period expires: 30 November 2011	Disbursement period expires: 30 November 2014
	Total Budget: EUR 1 500 000	IPA budget: EUR 1 500 000

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 Evaluation Committees  Official Reports of ECDELs  JTS Reports and statistics  Annual Programme Implementation Reports  CBIB Reports	
Overall objective	Objectively verifiable indicators	Sources of Verification	Assumptions
To strengthen the capacity of Beneficiaries for implementation and management of IPA Cross-Border Cooperation at both programme and project levels.	Simultaneous development and progress in all Beneficiaries  High quality of implementation of IPA CBC Programmes  Effective coordination, management, and control mechanisms ensuring effective and efficient implementation of CBC Programmes in place.  Simultaneous contracting on both sides of the border  Number of events and level of participation in the awareness raising and information events  Number and quality of applications received	EC Monitoring reports and audits  Annual Programme implementation  CBIB Reports  Minutes of bilateral meetings  Independent Monitoring and Evaluation Reports  CBIB Progress Reports  CBIB training reports  JTS reports  Annual Programme implementation  CBIB Reports	High interest and absorption capacity of IPA CBC programme structures to enhance capacities  Proper 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.  Eligible partners in the border regions of the Beneficiaries remain interested in cross-border cooperation.  EC Delegations coordinating activities among themselves, especially steps involving approvals of documents

			<p>(CfPs, evaluations, contracting, etc.)</p> <p>Procedures, processes and manuals used and jointly updated.</p> <p>JMSs will provide proper support in planning, inviting for and implementing public events.</p>
--	--	--	--

<b>Results</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<p>I - Programme management established:</p> <p>Result 1: Capacities of Programme Structures Strengthened</p> <p>Result 2: Management and control mechanisms in place</p>	<p>2<sup>nd</sup> round of CfPs successfully prepared, launched and implemented</p> <p>Support provided in maintenance of the FAQ service for all 8 programmes</p> <p>Support provided in the evaluation of the results of the first programme cycle for all 8 programmes</p> <p>6 specific workshops for programme structures organised – lessons learned from the first round of CfPs</p> <p>5 trainings on project implementation and monitoring delivered</p> <p>Guidelines for monitoring project implementation prepared</p> <p>Support provided in conducting 20 monitoring missions and in preparation of the reports</p> <p>Programme websites (JTS) regularly updated and upgraded</p> <p>Additional information materials for each programme prepared</p> <p>Support provided in delivering 6 workshops for the grant contract beneficiaries</p> <p>Support provided in conducting SWOT and</p>	<p>EC Monitoring reports and audits</p> <p>Annual Programme implementation</p> <p>CBIB Reports</p> <p>Minutes of bilateral meetings</p> <p>Independent Monitoring and Evaluation Reports</p> <p>CBIB Progress Reports</p> <p>CBIB training reports</p> <p>JTS reports</p> <p>Annual Programme implementation</p> <p>CBIB 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>Coordination and synergies between NA TA teams and CBIB projects are achieved.</p> <p>The agreement on the harmonisation of MIS reached between all relevant parties, as well as the modalities of the establishment.</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>situation analysis for at least 5 programmes</p> <p>8 Annual Reports on Implementation prepared</p> <p>Support provided in the revision of all 8 cross-border programmes</p> <p>4 trainings in management, control and audit conducted</p> <p>Support in maintenance and regular update of the MIS for at least 4 programmes provided</p>		
<p>II - Project pipeline of good quality project proposals developed and approved</p> <p>Result 3: Cross-border cooperation increased</p> <p>Result 4: Capacities for project preparation and implementation improved</p>	<p>CBIB website upgraded and regularly updated</p> <p>8 issues of the CBIB Newsletter prepared, printed and distributed</p> <p>CBIB database regularly updated</p> <p>At least 4 publications prepared and printed</p> <p>Promotional items prepared and regularly distributed</p> <p>2 Regional CBC forums organised</p> <p>Regional Consultative forum established and at least one meeting organised</p> <p>At least 10 thematic cross-border workshops organised</p> <p>At least 10 training sessions for Training Module 1 delivered</p> <p>At least 15 trainings for Training Module 2 delivered</p> <p>At least 8 workshops for potential applicants whose proposals were not approved organised</p> <p>Working groups for each programme established and support provided in regular meetings</p> <p>At least 8 workshops for partner institutions</p>	<p>CBIB website</p> <p>CBIB newsletter</p> <p>CBIB database</p> <p>Publications, promotional items, Forum reports and lists of participants, press clippings</p> <p>CBIB Training and seminar reports</p> <p>Lists of participants</p> <p>Project implementation Manual</p> <p>Press clippings</p>	

	organised Project Implementation Manual translated		
--	---	--	--

Activities	Means	Costs	Assumptions
<p><u>Result 1: Capacities of Programme Structures Strengthened</u></p> <p>Activity 1.1: Support in launching and implementation of CfPs</p> <p>Activity 1.2: Support in monitoring of project implementation</p> <p>Activity 1.3: Support in the preparation of the annual reports on implementation</p> <p>Activity 1.4: Support in revision of the existing cross-border programmes</p> <p><u>Result 2: Management and control mechanisms in place</u></p> <p>Activity 2.1: Provide inputs to the National Authorities and ad-hoc DIS TA on specific characteristic of the IPA component II</p> <p>Activity 2.2: Support in establishing and maintaining a comprehensive monitoring system on programme and project level</p> <p><u>Result 3: Cross-border cooperation increased</u></p> <p>Activity 3.1: Development, maintenance and updating of different information/publicity tools</p> <p>Activity 3.2: Support the activities and functioning of the Regional Consultative Forum</p> <p><u>Result 4: Capacities for project preparation</u></p>	<p>Service contract</p>	<p>EUR 1 500 000</p>	<p>IPA CBC implementation procedures will be quickly put in place</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 could generate 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>

<u>and implementation enhanced</u> Activity 4.1: Organisation of thematic cross-border workshops Activity 4.2: Capacity building in project preparation Activity 4.3: Capacity building in project implementation			
--	--	--	--

**ANNEX 2: Amounts (in EUR) contracted and disbursed by quarter for the project**

<b>Contracted</b>	<b>2010 Q2</b>	<b>2010 Q3</b>	<b>2010 Q4</b>	<b>2011 Q1</b>	<b>2011 Q2</b>	<b>2011 Q3</b>	<b>2011 Q4</b>
Service Contract	1 500 000						
<b>Cumulated</b>	<b>1 500 000</b>						
<b>Disbursed</b>	<b>2010 Q3</b>	<b>2010 Q4</b>	<b>2011 Q1</b>	<b>2011 Q2</b>	<b>2011 Q3</b>	<b>2011 Q4</b>	<b>2012 Q1</b>
Service Contract	450 000		450 000		450 000		150 000
<b>Cumulated</b>	<b>450 000</b>		<b>900 000</b>		<b>1350 000</b>		<b>1 500 000</b>

### **ANNEX 3: Description of Institutional Framework**

The project is buried in a complex network of various stakeholders, including EU institutions, EU-funded national Technical Assistance projects, other donor organisations and projects, Operating and Joint Management Structures (OS and JMS), potential applicants and final beneficiaries.

In all Beneficiaryies, the principal institutions associated with the project include the Operating Structures, Management Structures (including the Monitoring Committee, the Steering Committee and the JTS) responsible for the programming, procurement, evaluation and monitoring process.

Under eight joint programmes, each Beneficiary has a structure underpinning the institutional framework for preparing, developing and managing IPA CBC programmes. In addition, the frame 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 European Integration (MEI). The Directorate of Institutional Support and Integration (DISI) in MEI coordinates EC 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 (OS) 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 OS 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. MEI also acts as the OS for the IPA CBC and transnational programmes.

#### *Serbia*

The Assistant Minister of Finance performs the role of IPA Component II Coordinator. The Department for CBC within the Ministry of Finance (MoF) 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 IPA CBC coordinator. The Operating Structure for IPA CBC has not officially been established. So far, the Department for Reform and European Integrations within the MLGA has been acting as OS, having newly appointed a CBC officer.

#### **ANNEX 4: 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
- Multi-Beneficiary and National IPA Multiannual Indicative Planning Documents (2009-2011)

## **ANNEX 5: Details per EC funded contract**

The European Commission and ATC Consultant GmbH will conclude an Addendum to the Service Contract for Cross-border Institution Building (CBIB) Phase II Project (contracts 169395 and 169398) in order to continue institution and capacity building for the management of eight joint cross-border programmes from end May 2010 to end November 2011.