

Project Fiche No. 13

Western Balkans Regional Strategy on Research and Development for Innovation

1. Basic information

1.1 CRIS Number:	2010/022-028
1.2 Title:	Western Balkans Regional Strategy on Research and Development for Innovation
1.3 ELARG statistical code:	02.25 – Science and Research
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:	European Union represented by the European Commission on behalf of the beneficiaries
1.6 Implementing Agency	Not applicable
1.7 Beneficiary:	Research Community in the Western Balkans, including education institutes, research centres, businesses as well as public authorities/ administrations dealing with Research and Development policies

Financing

1.8 Overall Project Cost:	EUR 1 500 000
1.9 EU contribution:	EUR 1 500 000
1.9 Final date for contracting:	30 November 2011
1.10 Final date for execution of contracts:	30 November 2013
1.12 Final date for disbursements:	30 November 2014
1.13 Indicative Project Duration:	24 months

2. Overall Objective and Project Purpose

2.1 Overall Objective

The overall objective is to strengthen the innovative capacity of the Western Balkans by stimulating Research and Development using the regional potential.

2.2 Project purpose

The project aims to define a regional strategy to further improve the region's potential and capacity for research and development, stimulating innovation. Thereby taking into account the existing R&D capacity and infrastructure and the needs as identified by existing studies and notably the World Bank's Innovation Capacity Study that will be completed by May 2010.

The project is a concrete response to the Joint Statement issued at the Ministerial Conference – Developing a Regional Strategy on Research and Development for the Western Balkans, in Sarajevo of 24 April 2009. This conference marked the launch of the initiative aimed at the development of a Regional Strategy on Research and Development for the Western Balkans in order to foster regional cooperation within the knowledge triangle (research, education and innovation). The Strategy will improve national research policies through the exchange of experience and good practice and facilitate integration of the region into the European Research Area.

The building-up of a knowledge-based society leading to increased competitiveness and sustainable social and economic development, and the development of human capacity are a challenge and a priority for the Western Balkans on their path towards EU accession. Regional research cooperation is an integral part of this effort.

Specific objectives of the Strategy are:

- (i) to enhance regional cooperation in the field of R&D;
- (ii) to develop cooperation between R&D, higher education and business sectors;
- (iii) to explore possibilities for financing R&D under existing EU funds;
- (iv) to explore possibilities of better use of FP funds;
- (v) to further integrate the WB region in the ERA.

2.3 Link with MIPD

This project is in line with the IPA Multi-beneficiary Multi-annual Indicative Planning Document (MIPD) 2009-2011¹, Section 2.3.2.1 *Competitiveness of the economies* that foresees Research and Innovation as a strategic choice.

2.4 Link with National Development Plans

All national plans foresee measures to enhance integration into European Research Area, and hence contribute to the overall development of the society and provide support to the process of European integration. Improvement of the regional cooperation on R&D is one of the basic steps to be undertaken along this road, and is recognized as such among beneficiaries.

¹ COM(2009) 4518

3. Description of the project

3.1 Background and justification

The design of intended Strategy will take into consideration the actual state of research, higher education and innovation sectors in WB, being asymmetric and in many cases inappropriately connected. Thus, the first aim of the Strategy's design and implementation should be to interconnect those sectors in order to strengthen their cooperation.

The process of defining a Regional Strategy on Research and Development for Innovation for WB will be an important step towards joining strengths in the field of research and defining guidelines that will further support these efforts and also will identify activities that will improve other, thematic and functional defined priorities. It will determine measures for better utilization of existing EU funds, namely EU programmes for R&D and EU assistance programmes.

This project is envisaged as continuation of the already existing cooperation in the area of R&D in the region of the Western Balkans. It is a follow-up of the Thessaloniki "EU-Balkan countries Cooperation in Science and Technology", and to certain extent relies on initiatives that emerged out of it, namely – results of SEE-ERA.NET and WBC-INCO.NET projects funded under Framework Programmes, as well as the UNESCO-ROSTE (BRESCE) activities. The Steering Platform on research in WB can contribute as a facilitator in conducting dialogue among research ministries of the region and Member States, as well as the European Commission.

The major problems and needs concerning the situation of Science and Technology at national and regional levels have been identified:

1. the general lack of clear science and technology policies and corresponding finance;
2. the weak involvement of decision makers in supporting R&D activities and programmes;
3. the different level of integration and participation into international projects and co-operation programmes;
4. the shortage of competence and skills which is amplified by a large brain drain and must be compensated by appropriated training programmes and co-operation projects;
5. the lack of communication and information services and networks connecting academic research and higher education institutions from the region to pan-European R&D infrastructures.

One of the tasks of the Regional Strategy on Research and Development for Innovation would be to continue and enhance the achievements of the WBC-INCO.NET in identification of regional R&D priorities of common interest for the Western Balkans (WB) and the EU Member States in a transparent and methodologically sound way. To this aim, comprehensive background information is collected during a preparatory phase. Based on this information, national delegations of stakeholders from the WB and other partner countries have discussed during consultation sessions research priorities of regional importance for the WB and of common interest for the WB and EU Member States, along the lines of the Work programs of FP 7.

Regional Cooperation Council, as the mechanism for coordination of the regional cooperation in South Eastern Europe, will provide its political and technical support during the project implementation.

Best use should also be made of the existing regional agreements and cooperation networks, in particular the Memorandum of Understanding between the Ministers responsible for Education, Science and Research in South East Europe signed in 2007 in Istanbul and the RCC Task Force Fostering and Building Human Capital.

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

Building up a society based on knowledge is a challenge that many countries are facing, and the region of the Western Balkans is not an exception. It has been widely recognized and accepted that many reforms have to be introduced to support further development of all three pillars that constitute the triangle of knowledge (education, research and innovation), from awareness raising to development and implementation of clearly set strategies. Special emphasis is to be given to provision of the strong synergy among them, that being the most important prerequisite for setting strong foundations of the knowledge society.

Research, higher education and innovation systems in the Beneficiaries are under the reform process, and all stakeholders and beneficiaries are experiencing difficulties trying to adapt and improve them, so that they can, in the best way possible, respond to the social and economic needs.

Among several already identified needs of the R&D systems, strong emphasis is put on improving trans-national communication and collaboration. Further cooperation should be increased at both, regional level and European programme level. There are several key bottlenecks specific for WB in connection with R&D: (a) rather low demand for R&D, (b) national R&D systems practically disconnected from higher education and productive sectors, (c) rather low R&D capacities in many cases, specifically in productive sectors, (d) practically zero financing of R&D from business sector, even in case of direct foreign investment businesses and multinationals, etc. This situation needs a sound strategy to eliminate those bottlenecks and put in action sustainable and productive cooperation in the generation, transfer and application of knowledge on national and regional level. One of the identified bottlenecks is also R&D capacities. Fostering further cooperation in the field of R&D should be addressed in a strategic manner that will help develop a roadmap the Beneficiaries will follow jointly. This project would help improving national R&D systems through providing input based on the exchange of experience and good, effective practice.

In addition, Regional Strategy on Research and Development for Innovation for WB will help the region in its European integration by providing possible solutions for the existing problems in society and industry through R&D.

3.3 Expected results and measurable

A pragmatic regional strategy for Innovation based on Research and Development assets and needs as defined by the R&D actors in the region with the support and backing of the international donor community, endorsed at the highest political level by the Western Balkan.

This strategy will identify clear priorities in terms of legal requirements, infra-structure, education and training, to be implemented by the Beneficiaries in national action plans next to one regional action plan, which should form the basis for future (donor) funded activities.

In short the main results can be summarized as follows:

- [1] Regional priorities in R&D defined;
- [2] Policy of structural and institutional transformation of R&D systems outlined;
- [3] Prerequisites for development of cooperation of R&D, higher education and business sector defined;
- [4] Action plan defining further steps in strengthening cooperation clearly set;
- [5] Regional Centres of Excellence in R&D mapped;
- [6] Existing mechanisms for enhancing absorption capacity of available European funds improved;
- [7] New mechanisms for enhancing absorption capacity of available European funds developed ;
- [8] Better integration in ERA as the overarching and long-term result.
- [9] System of monitoring of cooperation development and criteria of assessment of the results of cooperation outlined.

The main deliverables expected are among others:

- An overview/list and/or network of all relevant governmental stakeholders and experts to be involved in the process.
- List of potential centres and/or groups/individuals of S&T excellence in the WB;
- Concept for design of Regional Strategy on R&D
- Reports and/or findings of workshops and seminars
- List of topics relating to S&T development of the WB region;
- List of Regional R&D priorities for the WB.
- Scenario for dissemination campaign.
- SWOT analysis of human resources in R&D sectors in the WB;
- SWOT analysis of R&D infrastructures in the WB;
- SWOT analysis of ICT infrastructure in the WB research area;
- A brain-drain prevention plan

It is expected that this Strategy will provide clear guidance that could lead to the design of a Fund and/or programme for mobility of human resources in R&D within the WB, and an investment plan of EU (and other donor) support for building and enhancement of R&D and ICT infrastructures in the WB.

3.4 Main activities:

The project is envisaged as, to a large extent, series of consecutive activities, organized in work packages:

- Work package 1. Building administrative capacities for cooperation in the area of Research and Development
- Work package 2. Development of Human Resources in R&D in the WB
- Work package 3. Revitalization of Institutes and R&D Capacities and Co-operation with European Infrastructures
- Work package 4. Building ICT infrastructure for WB research area
- Work package 5. Setting-up Regional R&D priorities in the WB
- Work package 6. Evaluation of project outcomes and Diffusion and dissemination of results
- Work package 7. Project coordination and management

Main results to be achieved by Work package 1 (WP1) would be:

- Identification of prerequisites for development of cooperation of R&D, higher education and business sector in WB;
- Setting-up of variety of communication channels between WB and EU;
- Establishment of administrative support necessary for process of creation of Regional Strategy on R&D for the WB.

WP2 should cater for:

- Identification of main strengths, weaknesses, opportunities and treats in the process of development of human resources in R&D sectors in the WB;
- Setting-up fund and programme for mobility of young scientists, engineers and technicians within the region of the WB;
- Preventing the brain-drain of scientists, engineers and technicians from the WB.

WP3 centers around the:

- Identification of potential centers and/or groups/individuals of S&T excellence in the WB;
- Networking of R&D resources within the region of the WB;
- Integration of R&D systems in the WB into ERA.

In WP4 the focus will be on:

- Identification of main investments in ICT infrastructure in the WB;
- Setting-up of all necessary conditions for building of ICT infrastructure in the WB R&D area.

As concerns WP 5 the main activities are:

- Identification of needs and obstacles for development of WB R&D area;
- Identification of regional R&D priorities in the WB R&D area.

And WP6 will should assure for a:

- Responsible use of allocated resources for achievement of project activities and planned results;
- Widespread use of project results and outcomes in the WB.

Finally, WP 7 concerns:

- Effective and coordinated functioning of project teams within contracted funds and time-frames;
- The creation of support for a smooth interface between the work packages;
- The quality of the realization of work packages and project activities;
- The realization of the project under the overall legal, contractual, financial and administrative frame of management of the project.

3.4.1. Contribution Agreement

In line with the recommendations of the Western Balkans, channelled through the Regional Co-operation Council at the Steering Group for Research and Development, presented at its meeting on 07 September 2009, the European Commission will sign a Contribution Agreement with either all the International Donors concerned (World Bank, OECD and Unesco) or with one representing the others to develop the strategy jointly. This will assure not only a coherent approach between the main international donors, but would also increase tremendously the political importance which all those present in the Steering Group – supported by the Commission – give to Research and Development as trigger for innovation leading to economic growth in the region, by working jointly as a region.

This strategy will use the information already provided by prior similar studies that are to be fine-tuned in a comprehensive study that the World Bank will pursue using the existing resources in the region centred on Innovation. The strategy will focus on Innovation, and should therefore link to the work carried out within this context by the OECD. The Steering Group therefore requested that the international donors would work together in drafting this strategy.

In principle the Joint Management will be pursued for all the work packages, however the Commission reserves the right to contract some tasks by competitive procedures, notably by using its framework contractors.

3.5 Risks and assumptions

The global economic crisis is of course not a stimulus for more investments in R&D, which is regrettable since in particular in difficult times R&D investments and results are essential for innovation so as to enhance the competitiveness of companies.

The political realities may also proof to a burden for reinforced co-operation, however, with the support of the international donor community action jointly it is expected that the project will obtain the highest political attention and support. Secondly, this interest will contribute to putting innovation and R&D more at the heart of the priorities of the governments.

It is assumed that the political support following the cry for this Regional Strategy will enable the experts to obtain access to the relevant data.

Since this project aims to build upon the work of the World Bank, with the Bank, it is a precondition that its study has been completed and has been endorsed.

The potential beneficiaries, in particular research centres and universities, might not get sufficiently involved, because of lack of information, of capacities, or of knowledge of EU funded programmes. However, this risk can be tackled by targeted communication activities.

3.6 Linked Activities

3.6.1 Prior Regional or Multi-beneficiary Programmes

One of the milestones in developing regional cooperation in the field of R&D was the International Venice Conference of Experts co-organized, in 2001, by UNESCO, the Academia Europaea and the European Science Foundation, which brought together representatives from 20 European countries, including 11 in southeastern Europe. The Venice Conference made a significant move towards revitalizing scientific cooperation across the region. Priority has to be given to a series of activities and projects which are vital for the recognition and integration of national S&T into the pan-European research area, as well as for up-grading existing co-operations and promoting new ones.

Over the last five years, research ministries from the region have been supported by EU funds (prevailingly through Framework Programme coordination and support actions) in their intentions to start with their integration in the ERA and to rebuild once strong cooperation in R&D.

FP6 SEE-ERA.NET project - a networking project aimed at integrating EU member states and Southeast European countries in the European Research Area by linking research

activities within existing national, bilateral and regional RTD programmes, through its objectives, i.e. 1) enhancing research cooperation in Europe by fostering integration of Southeast Europe into the growing European Research Area, 2) adding value to existing bilateral S&T agreements through multilateral coordination, 3) improving interregional (SEE-EU) research cooperation following the principles of the Stabilisation and Association Process in Southeast Europe, 4) contributing to the EU-Balkan countries Action Plan in Science & Technology adopted at the Thessaloniki Ministerial Conference in 2003

FP7 WBC-INCO.NET project – aimed at co-ordination of research policies with the Western Balkans. Its core objectives are the following: 1) support to bi-regional dialogue on science and technology by benefiting from and interacting with the Steering Platform on Research for WB, 2) identification of RTD potentials and priorities for take-up in FP7 and other European programmes in a transparent and methodologically sound way, 3) enhancement of participation of researchers from the region in European projects of mutual interest and benefit by implementing capacity building measures and by accompanying networking activities.

What set grounds for these activities to develop, is EU-Balkan countries Action Plan in Science and Technology, adopted in Thessaloniki in June, 2003, as a part of the overall Thessaloniki Agenda for the Western Balkans: moving towards European integration, which was envisaged as support to strengthen relation between EU and WB. Within this agenda, science, research and technological development are seen as an essential tool for future economic stabilisation and growth in the region. The action plan itself can be considered as a result of a series of formal consultations that EU organized, with high-level representatives from Ministries of Science and Technology of all Western Balkans. The purpose of this process was to identify the key thematic areas of regional importance to be commonly promoted. The following general areas were identified: 1) research infrastructure, 2) improvement of human potential, 3) institution building, 4) promotion of joint RTD activities of mutual benefit and regional impact.

In parallel with consultations that lead to development of the Action plan, several conferences and workshops were organized. These events were at ministerial level, dedicated to promotion of the S&T cooperation within the region and countries from the region and EU (Vienna – December 2000; UNESCO, Paris – October 2001; Bonn – March 2002; Bucharest – April 2002; Sofia – September 2002; Dubrovnik – November 2002, Thessaloniki – February 2003). After that period, also new conferences took place, such as Istanbul 2007- Ministers of Education and Research, Oslo 2008 – Ministers of Education.

Given the weaknesses of the national S&D&I systems SEE, it seems that the national centers of excellence should be strengthened via networking with complementary entities in the neighboring countries thus attaining a mass closer to the critical one. This policy idea has been launched more than 7 years ago at a Conference in Venice organised by UNESCO Venice Office - ROSTE (now UNESCO- BRESCE). A strong accent was put on the regional co-operation and creation of regional networks, which might be considered as distributed Centres of excellence or competence in 2001. Important concrete expressions of this initiative were the creation of the Inter-academic Council of the National Academies of Sciences in Southeast Europe, but, mostly, the long lasting financial support to networks of scientific institutions enhancing the visibility of Southeast Europe in some important fields of science.

3.6.2 National IPA Programmes

All national IPA programmes foresee measures to enhance integration into European Research Area, and hence contribute to the overall development of the society and provide support to the process of European integration. Improvement of the regional cooperation on R&D is one of the basic steps to be undertaken along this road, and is recognized as such among Beneficiaries.

All the countries participate in the 7th Framework Programme for Research and Development, and actively involved in the European Research Area (and its networks) as well as in COST and Eureka. The costs related to the participation in the Framework Programme is partly co-financed by the National IPA Programmes.

3.6.4 Other Donor Assistance (e.g. EU Member States)

The World Bank has presented a concept note in which it proposes to carry out a study on the Innovation 'climate' in the Western Balkans and how this can be improved. This concept has been inspired by the Bank's experiences in supporting Turkey and Croatia.

The Organisation of Economic Co-operation and Development (OECD) is carrying out an EU funded project aimed at increasing the competitiveness of industry by innovation, to which this project will plug in. This OECD action is based upon its report 'Sector Specific Sources of Competitiveness in the Western Balkans – Recommendation for a Regional Investment Strategy" published in the beginning of 2009.

National and regional projects on intellectual property rights also partly deal with innovation, as stimulated by a proper protection of innovators' and researchers' rights.

4. Indicative Budget (amounts in €)

			TOTAL EXP.RE	SOURCES OF FUNDING								
				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)
Activity 3.4. 1	x		1 500 000	1 500 000	100	-	-	-	-	-	-	-
Contribution agreement												
TOTAL IB			1 500 000	1 500 000	100	-	-	-	-	-	-	-
TOTAL INV			-									
TOTAL PROJECT			1 500 000	1 500 000	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	Completion of project
Contract 3.4.1. (Contribution Agreement)	N/A	Q2 2010	Q2 2012

6. Cross-cutting issues

6.1 Equal Opportunities

The principle of equal opportunities between women and men should be taken into account when evaluating the quality of all projects proposed under both components and during all phases of their implementation. Specific attention will be paid to the gender dimension when determining the benefit of training activities. While implementing the project activities and to the extent applicable, Beneficiary authorities will try to assure that gender disaggregated data will be made available to carry out an analysis of the social and economic impact of the actions undertaken.

6.2 Environment

Beneficiaries shall ensure that during implementation of their actions due consideration be given to their Governments' development policies relating to environmental management and that such policies are embodied within all strategic policy documents that they may draft and all training activities that they may carry out.

6.3 Minorities

Intercultural dialogue should be favoured and the rights of minorities and other vulnerable groups, including Roma, should be taken into account when evaluating the quality of all projects proposed under the overall components. While implementing the project activities and to the extent applicable, Beneficiary authorities will try to assure that national disaggregated data will be made available to carry out an analysis of the social and economic, as well as cultural impact of the actions undertaken

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme
- 3- Reference to laws, regulations and strategic documents:
- 4- Details per EU funded contract (*) where applicable:
For *TA contracts*: account of tasks expected from the contractor
For *grants schemes*: account of components of the schemes

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Western Balkans Regional Strategy on Research and Development for Innovation	CRIS No.: 2010/022-028
IPA Multi Beneficiary Programme 2010		Contracting period expires on 30 November 2011	Disbursement period expires on 30 November 2014
		Total budget : EUR 1 500 000	IPA budget: EUR 1 500 000
Overall objective	Objectively verifiable indicators	Sources of Verification	
Strengthen the innovative capacity of the Western Balkans by stimulating Research and Development using the regional potential.	Increase of R&D activities, R&D students, studies, R&D centres, R&D based businesses. Increase in innovations Return of scientists Full use of existing R&D capacity and infrastructure More resources for innovation (R&D)	Patents registry Company registry Statistical data (education) Economic data Budget Investment data Credit provision Success rate in R&D programmes like 7 th FP	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Define a regional strategy to further enhance the region's potential and capacity for research and development, stimulating innovation, taking into account the existing R&D capacity and infrastructure	The Regional Strategy adopted by the governments	<ul style="list-style-type: none"> • The document, the media reports 	Governments are committed to innovation, understanding it to be a key to economic growth
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
enhanced regional cooperation in the field of R&D; enhanced cooperation between R&D, higher education and business sectors; overview of R&D financing under existing EU funds; better use of FP funds; further integrate the WB region in the ERA.	More cooperation between the relevant R&D stakeholders in the region Compendium of R&D players and resources Success rate in funding increased WB R&D actors are more involved in international networks such as ERA	Co-operation agreements between research institutes, administrations, etc. in the region Compendium Funding programme reports	Organisations, R&D operators are keen to get/remain involved in R&D actions including international co-operation R&D support (notably those offered by funds such as the 7 th FP) will remain at its current level or increases The international organisations and the others involved in defining the strategy remain committed.

Activities	Means	Cost	Assumptions
<p>Identification and SWOT analysis on</p> <ul style="list-style-type: none"> • prerequisites for development of cooperation of R&D, higher education and business sector in WB; • development of human resources in R&D sectors in the WB; • brain-drain causes of scientists, engineers and technicians from the WB ; • main investments in ICT infrastructure in the WB; • needs and obstacles for development of WB R&D area; • potential centers and/or groups/individuals of S&T excellence in the WB; <p>Conceptualise and strategy drafting by setting</p> <ul style="list-style-type: none"> • Regional R&D priorities in the WB R&D area. • Requirements for R&D HR development (eg.: mobility of scientists, engineers and technicians within the region of the WB); • (pre-)conditions for R&D strengthening notably on building/strengthen ICT and R&D infrastructures in the WB <p>Accompanying measures</p> <ul style="list-style-type: none"> • Networking of R&D resources within the region of the WB; • Setting-up of variety of communication channels between WB and EU • Integration of R&D systems in the WB into ERA. <p>Project management and communication</p> <ul style="list-style-type: none"> • Establishment of administrative support necessary for process of creation of Regional Strategy on R&D for the WB. • Responsible use of allocated resources for achievement of project activities and planned results; • Widespread use of project results and outcomes in the WB. 	<p>Collection and discussion of existing studies and carry out additional research to be pursued by teams of international and local experts originating from the WB administrations, R&D institutes and specialised organisations</p> <p>Draft concrete policy recommendations based on the current state of play, taking into account the available (limited) resources and the resource requirements</p> <p>Meetings and workshops involving policy makers and decision takers as well as experts both from within as outside the region to discuss expert advice based on the studies</p> <p>High level ministerial conferences to endorse formally the Regional Strategy</p> <p>General project management and administration</p>	EUR 1 500 000	<p>Experts have access to the relevant and required data</p> <p>World Bank study has been completed and is endorsed</p> <p>Current international political attention stressing the need to innovate in the WB using R&D remains at its current level or increases</p> <p>Joint operation by the international donors will further enhance the political appeal and importance for the strategy and its implementation</p> <p>Political commitment can be translated in concrete actions (including funds) based on the Regional Strategy that proofs to be realistic, pragmatic and cost effective</p> <p>Beneficiaries remain interested and committed to get engaged in R&D programmes and networks</p>

<ul style="list-style-type: none"> • Effective and coordinated functioning of project teams within contracted funds and time-frames; • The creation of support for a smooth interface between the work packages; • The quality of the realization of work packages and project activities; • The realization of the project under the overall legal, contractual, financial and administrative frame of management of the project. 			
--	--	--	--

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

Contracted	Q2 2010	Q3 2010	Q4 2010	Q1 2011	Q2 2011	Q3 2011		
Contribution Agreement 3.4.1	1 500 000	-	-	-	-	-		
<i>Cumulative</i>	1 500 000							

Disbursed	Q2 2010	Q3 2010	Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012
Contribution Agreement 3.4.1	750 000				600 000-			
<i>Cumulative</i>	750 000	750 000	750 000	750 000	1 350 000	1 350 000	1 350 000	1 350 000
Disbursed	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	
Contribution Agreement 3.4.1		150 000						
<i>Cumulative</i>	1 350 000	1 500 000						

ANNEX 3: Reference to laws, regulations and strategic documents

- Multi-Beneficiary Multi-annual Indicative Planning Document (2007/2009), SEC(2007)749 of 29.05.2007;
- Council decision of 20/02/2006 (2006/145/EC) on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing Decision 2004/648/EC;
- Council decision of 30/01/2006 (2006/55/EC) on the principles, priorities and conditions contained in the European Partnership with Bosnia and Herzegovina and repealing Decision 2004/515/EC;
- Council decision of 30/01/2006 (2006/56/EC) on the principles, priorities and conditions contained in the European Partnership with Serbia, Montenegro and Kosovo as defined by the UNSCR 1244 of 10/06/1999, and repealing Decision 2004/520/EC;
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1429) on Enlargement Strategy and Main Challenges 2007-2008 - Albania 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1429) on Enlargement Strategy and Main Challenges 2007-2008 - Albania 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1430) on Enlargement Strategy and Main Challenges 2007-2008 – Bosnia and Herzegovina 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1431) on Enlargement Strategy and Main Challenges 2007-2008 - Croatia 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1432) on Enlargement Strategy and Main Challenges 2007-2008 – the former Yugoslav Republic of Macedonia 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1433) on Enlargement Strategy and Main Challenges 2007-2008 - Kosovo 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1434) on Enlargement Strategy and Main Challenges 2007-2008 - Montenegro 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1435) on Enlargement Strategy and Main Challenges 2007-2008 - Serbia 2007 Progress Report
- EC Communication to the European Parliament and the Council of 6 November 2007 (SEC (2007) 1436) on Enlargement Strategy and Main Challenges 2007-2008 - Turkey 2007 Progress Report

ANNEX 4: Type of Contract

3.4.1 Contribution Agreement with an International Organisation or International Organisation(s) under Joint Management.