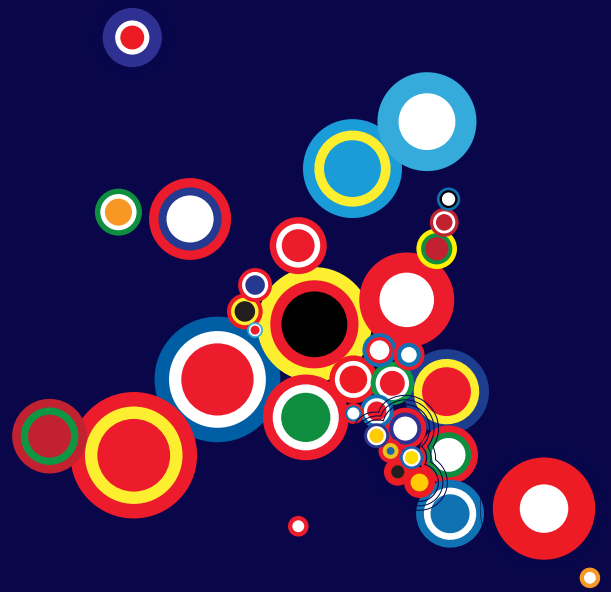




## INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

### MULTI-COUNTRY

### Support for Improvement in Governance and Management (SIGMA)



#### Action Summary

SIGMA contributes to strengthen public administrations in the Western Balkans and Turkey so that beneficiaries' administrations correspond to European values of democracy, human rights and the Rule of Law, strengthen integrity, predictability, accountability, legality and transparency and provide quality policy outcomes supporting socio-economic development. The Action will achieve improved performance by beneficiaries through a stronger focus on how reforms can be taken forward, implemented and assessed.

SIGMA assistance encompasses several aspects of democracy, good governance and public administration reforms, such as civil service and public administration organisation and functioning, policy making, PAR coordination, public finance management and Audit and public procurement. In this way SIGMA contributes to build up administrative capacities for the adoption and correct implementation of the Union acquis so as to create adequate conditions for integration of the Beneficiaries into the EU.

<b>Action Identification</b>	
<b>Programme Title</b>	IPA II Multi-country action programme 2014
<b>Action Title</b>	Support for Improvement in Governance and Management (SIGMA) in the Western Balkans and Turkey
<b>Action Reference</b>	IPA 2014/031-603.02/MC/SIGMA
<b>Sector Information</b>	
<b>ELARG Sectors</b>	Democracy and Governance
<b>DAC Sector</b>	15110
<b>Budget</b>	
<b>Total cost</b> (VAT excluded) <sup>1</sup>	EUR 18 306 122  The total includes an estimated amount of EUR 225 000 eligible VAT costs in line with the agreement reached between the Commission and OECD under grant agreement 2013/319-423, of which this is an extension.
<b>EU contribution</b>	EUR 18 000 000
<b>Management and Implementation</b>	
<b>Method of implementation</b>	Direct Management.
<i>Direct management:</i> <b>ELARG unit in charge</b>	DG Enlargement – Unit D.3 Regional Cooperation and Programmes
<b>Location</b>	
<b>Zone benefiting from the action</b>	Albania, Bosnia Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro, Kosovo*, Serbia  Turkey
<b>Specific implementation area(s)</b>	N/A
<b>Timeline</b>	
<b>Contracting deadline</b>	31 December 2015
<b>End of operational implementation period</b>	31 December 2018

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

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

# 1. RATIONALE

## PROBLEM AND STAKEHOLDER ANALYSIS

Both the Western Balkans and Turkey face important challenges on public governance, which are common to all of them - although they differ in a number of ways and are at different stages of development.

The **policy dialogue** on Public Administration Reform with the countries has been weakened by the absence of a comprehensive and specific accession related framework. In addition, support provided so far has only to a limited extent, managed to build the case for comprehensive reform in the IPA II beneficiaries.

There is a **difficult context** for a professional, meritocratic, de-politicized, reliable public administration to emerge. The **understanding of the rule of law** has not yet been wholly established in institutions or in people's behaviour and mentalities. **Civil service reform** efforts have not yet had the desired effect of reducing politicisation and other distortions such as personalisation of power and patronage. A professional class of permanent civil servants, upon which holders of public office rely and which can exercise a check on power, has not emerged. **Corruption** remains a problem in both the political sphere and public administration.

**Generating policy options remains generally poor.** While all beneficiaries have PAR strategies and ministries, strategic plans do not transpose the reform in all its complexity. **Lack of implementation capacities** is one the main concerns.

The **overall administrative architecture** is fragmented, leading to a proliferation of agencies and other dysfunctions. Often, basic functions of the state are not fully assured, severe **coordination problems** are frequent and administrative procedures tend to be sector or law specific, although there are increasing initiatives to introduce General Laws.

**Resource allocation** lacks transparency, ministries do not have capacities to plan and contribute to this. **National budgets are not understood as policy instruments** and sound, effective management of public finances is not seen as an important part of public administration. The system of managerial responsibility and delegation of authority, a core principle of **financial management**, has not been properly developed. In most policy domains, financial impact assessments are not carried out yet.

The **main stakeholders** involved in public administration and financial management reform in the Western Balkans and Turkey include General Secretariats of Government/ Deputy Prime Minister's or Prime Minister's Offices, Ministries of Finance, European Integration, Interior, Justice, Procurement institutions, Civil Service Management Agencies, Public Administration Bodies, Regulatory Management Authorities, Supreme Audit Institutions and Parliamentary Secretariats.

## RELEVANCE WITH THE IPA II MULTI-COUNTRY STRATEGY PAPER AND OTHER KEY REFERENCES

The Multi-Country Indicative Strategy Paper 2014-2020<sup>2</sup> (MCSP) and the Indicative Strategy Papers<sup>3</sup> identify PAR as an essential component of democratic governance and the rule of law, vital for the accession process.

The development of a more a professional, de-politicised, accountable and reliable public administration which is able to prepare and implement national legislation in line with EU legislation

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<sup>2</sup> C(2014) 4293, 30.06.2014

<sup>3</sup> C(2014) 5770, 18.08.2014-Albania; C(2014) 9495-Bosnia and Herzegovina,15.12.2014; C(2014) 5861, 19.08.2014-the former Yugoslav Republic of Macedonia; C(2014) 5771, 18.08.2014-Montenegro; C(2014) 5772, 20.08.2014-Kosovo; C(2014) 5872, 19.08.2014-Serbia; and C(2014) 5998, 26.08.2014-Turkey

and best practice and to better serve citizens and business has been identified as a key priority by the beneficiaries. Most of them are also focusing on strengthening public finance management system and policy coordination, as well as the capacity to establish reliable strategies and action plans which are able to lead to expected results.

SIGMA is a horizontal action which provides the beneficiaries with assistance tailored to the needs of each beneficiary.

SIGMA contributes to enhancing democracy and governance and Rule of Law and fundamental rights by further improving the professionalism of the public service, build capacity and improve efficiency of service delivery, strengthen public financial management and thus enhance the overall quality, reliability, integrity, transparency and accountability of public administration.

Through SIGMA, the EC promotes a more comprehensive approach building on systematic analytical annual assessments of the national governance systems, providing analytical input for detailed PAR action plans and ongoing high-level policy dialogue in the Special Groups on PAR, will remedy earlier shortcomings. This includes establishment of an agreement on common Principles of Public Administration which provide a more comprehensive PAR reference framework.

SIGMA contributes to both the Enlargement and the SEE 2020 Strategies, whose objectives "represent important benchmarks for the reform efforts of the countries and the financial assistance under IPA II will be used to support meeting these targets.

## **LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE**

Lessons learned from the previous financial period result in a set of policy recommendations to increase the impact of SIGMA:

- Conclusions outlined in the Strategic/Interim evaluation of support for improvement in governance and management (SIGMA) programme (April 2012) are taken into account and incorporated in the structure of SIGMA.
- Concentrate efforts on a limited number of key horizontal systems such as completion and modernisation of the general administrative and accountability frameworks; policy production and coordination capacities; rationalisation/simplification of administrative structures (especially of enforcement mechanisms) and control over the evolution of the administrative system; public procurement and financial management.
- Support moves towards a performance-driven approach to good governance and public administration reforms that provide incentives for progress to be made on the ground and set the scene for EU accession.
- Assist in strengthening the checks and balances of the democratic system i.e. pay greater attention to governance issues and uphold the principle of the "rule of law". Consolidation of the rule of law should be an overriding priority.
- Duly take into account and ensure coordination with all PAR related initiatives through close coordination with geographical units in DG enlargement, EU Delegations and relevant line DGs;
- Support the beneficiaries and the Commission on the development of realistic and fully "owned" PAR strategies subject to constant monitoring of implementation including stronger links between horizontal and sectorial approaches.
- Contribute to the Commission's efforts in raising political awareness and commitment to governance reform, including strengthening assessment activities and involvement in Commission/country dialogue regarding PAR strategies and initiatives.
- Put more emphasis on implementation and provide support on how reforms and sectorial strategies are designed, prioritised, sequenced and implemented. Build up horizontal capacity and the necessary frameworks to support it.
- Deepen the evidence base of policies in various areas, such as public sector salaries and regulation of businesses, and particularly in proxy and survey instruments for monitoring progress.

Moreover, a better synergy and coherence between the different instruments available should allow the Commission to increase ownership and develop a stronger political dialogue with the relevant beneficiary about priorities and performance, underpinned by proper policy analysis.

## 2. INTERVENTION LOGIC

### LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
<p>To contribute to a more effective and sustainable public governance and stronger public administrations at all levels in the region so that they correspond to European values of democracy, human rights and the Rule of Law, strengthen integrity, predictability, accountability, legality and transparency and provide quality policy outcomes supporting socio-economic development.</p>	<p>% increase of Government effectiveness by 2020 (following WBI)</p>	<p>Indexes of World Bank and other international organisations (Greco)            Reports and surveys by NGOs            Reports by national accountability institutions (Courts, ombudsmen, etc.)            Economic analysis            SIGMA assessments            Commission reports            Balkan Gallup perception surveys            Doing Business in SE Europe World Bank</p>	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>To improve beneficiaries' performance in key horizontal governance and public administration reform fields (PA organisation and civil service management, policy making; strategy development, public finance management; public procurement) and assessment of progress in the Beneficiaries.</p>	<p>Level of alignment of PAR related legal framework with EU standards</p> <p>Level of effectiveness of PAR strategies and actions plans (achievement of results as planned in the strategies and action plans following respective implementation work plans)</p>	<p>Regular SIGMA assessments (new assessment framework)            Commission assessments            PAR strategies in place or adjusted            Reports of courts and accountability bodies, reports and statistics on implementation            Budgetary documents            Reports about consultations among institutions and with stakeholder, and contributions received            Reports of the meetings of Special Groups            NGO/stakeholders ad hoc assessments</p>	<p>Continued ownership and commitment by beneficiaries to ensure constant improvement of public administration to make progress towards European values and principles.</p> <p>To this aim:            a) SIGMA and Commission will continue to work for raising awareness of importance of PAR;            b) SIGMA and Commission will support and promote the involvement of a broader set of relevant stakeholders that can support and encourage/ add pressure for reform to take effect and be reinforced            c) SIGMA and Commission will ensure sufficient flexibility to respond to demand for assistance from beneficiaries and to changes of priorities;            d) SIGMA and Commission will ensure their commitment to support high-level policy dialogue with the</p>

			PAR Special Groups e) SIGMA and Commission will ensure high coherence between assessment results, technical assistance and other Commission instruments.
<b>RESULTS</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS (OVI)</b>	<b>SOURCES OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
<b>R 1</b> Clear governance and public administration reform strategies and/or action plans are designed and implemented by beneficiaries.	N. of PAR related strategies/action plans reviewed;	SIGMA progress reports Output of technical assistance Training results/ output/ performance evaluations SIGMA regular assessment reports	Capacity of beneficiaries to absorb and integrate advice and recommendations into their national systems and transform policy analysis and proposals for policy design into nationally owned reform process.
<b>R 2</b> Improved governance and public administration performance in the 5 areas of intervention covered by the Action	N of peer reviews of laws and secondary legislation in governance institutions; N. of Special groups supported in their preparation, discussions and follow-up.	SIGMA progress reports Output of technical assistance Training results/ output/ performance evaluations SIGMA regular assessment reports Multi-country policy papers	Beneficiaries support the performance assessment and monitoring process.
<b>R. 3</b> Progress of Beneficiaries in the implementation of PAR is assessed and reform priorities are highlighted and sequenced for each Beneficiary.	3 Annual Assessment Reports timely delivered and shared with EC and Beneficiaries; 3 Annual Country and Multi-country work plans addressing country and multi-country priorities agreed with EC and timely delivered.	SIGMA progress reports; SIGMA Annual Assessment Reports; SIGMA Annual country and multi-country priorities; SIGMA Annual Country and Multi-country Action Plans.	To these aims: a) SIGMA and EC will ensure that Action activities take into account absorptive capacities of beneficiaries. b) SIGMA and EC will ensure that technical assistance targets highest priorities of beneficiaries in PAR. c) SIGMA, EC and beneficiaries will engage in a close political dialogue d) SIGMA and EC will ensure that the new approach is properly explained to all beneficiaries and stakeholders to demonstrate the benefits of a performance assessment based on a clear analysis framework and performance indicators
<b>ACTIVITIES</b>	<b>MEANS</b>	<b>OVERALL COST</b>	<b>ASSUMPTIONS</b>

<p><b>A 1.1</b> to provide assistance in developing and/or fine-tuning governance and public administration reform strategies and action plans</p>	<p>1 grant agreement with OECD</p>	<p>Total EUR 18 306 122</p>	
<p><b>A 2.1</b> to provide assistance in improving horizontal governance and public administration reform design and implementation capacities and performances</p>			
<p><b>A 3.1</b> Regularly assess progress and performance in the beneficiaries and comparison among beneficiaries  <b>A 3.2</b> To identify country and multi-country priorities  <b>A 3.3</b> To elaborate Annual Country and Multi-country Action Plans</p>			

## **ADDITIONAL DESCRIPTION**

The overall objective of the Action is to facilitate more sustainable governance and public administration reforms and strengthen public administrations in the region so that they correspond to European values of democracy, human rights and the Rule of Law, integrity, predictability, accountability, legality and transparency and provide quality policy outcomes supporting socio-economic development.

More specifically the Action aims to improve beneficiaries' performance in key horizontal governance and public administration reform fields including rule of law, civil service and administrative legislation, rationalisation of public sector organisation, integrity and transparency, public financial management, public procurement, policy making and coordination.

SIGMA will contribute to improve beneficiaries' capacities to better design and implement public administration reform strategies/Action Plans. The Action will result in a set of PAR Strategies and Action Plans that are better prioritised and sequenced, realistic in terms of ambitions, timeframe, financial resources and personnel, and that have a multi-annual and annual budget that is financially sustainable over time. SIGMA will also strengthen awareness of Public Administration and stakeholders about the reform process and will contribute to the improvement of the coordination and monitoring mechanisms and to an enhanced involvement of relevant stakeholders in the design and implementation of PAR strategies and Action Plans. It is expected that in the next years PAR strategies better bring to the achievement of expected results.

In particular the Action will contribute:

- to put in place and strengthen implementation of a coherent and appropriate general administrative legal framework that better matches the European values;
- to rationalise and strengthen the administrative structure in terms of size, coordination mechanisms, autonomy and political mandate and financial and human resources;
- to build a merit-based civil service system, including transparency, de-politicisation and meritocratic recruitment processes;
- to improve policy development and implementation capacities by enhancing the policy dialogue and coordination and monitoring mechanisms;
- to strengthen the Public Finance Management system in the Beneficiaries, including revenue administration, budget preparation, budget execution with cash management, public internal financial control system, accounting and reporting, and external audit;
- to improve Public Procurement, harmonising the regulatory framework with the acquis, establishing the policy and institutional structures, operational capacities and market conditions needed for the effective implementation of EU legislation and strengthening public procurement operations that are capable of delivering value for money in the best interest of the country.

SIGMA will keep the current implementation structure. Through annual country assessments, SIGMA will measure progress and identify the main problems that Beneficiaries are facing in the implementation of PAR. Consequently SIGMA will define a set of country priorities and annual country action plans, developing solutions and concrete activities to tackle the problems identified. SIGMA will share and present proposed priorities and action plans to geographical units in DG Enlargement and to EU DELs in order to verify compliance with country priorities. Once the agreement on priorities has been reached, SIGMA will implement the planned activities, ensuring necessary flexibility to adapt action plans to changes in country priorities.

SIGMA will apply the new analytical framework (PAR Principles, including clear indicators) to assess progress and performance in terms of planning, sequencing, priority setting and implementation of public administration reforms. The new analytical framework will allow SIGMA to better assess to what extent Beneficiaries are progressing towards a more efficient public administration, outlining the key gaps to be tackled. Assessments will be therefore complemented with annual work plans to deliver assistance tailored on the country-specific needs. In this way, SIGMA ensures greater coherence between assessments and assistance activities.



SIGMA will assist the Commission in the policy dialogue with beneficiaries through the PAR Special Groups and in policy development. Finally SIGMA will provide advice on using various EC financial instruments for PAR in IPA beneficiaries.

The first assumption for the success of the Action regards the commitment of beneficiaries towards PAR. The overall challenge is to ensure that political and administrative leaders within national administrations are committed to good governance and PAR and to stabilising and making professional their public administrations and civil service. To this aim, SIGMA is committed to continuously raise awareness of PAR importance, target broader range of stakeholders that can support and encourage/add pressure for reform to take effect and be reinforced, support high-level policy dialogue with the PAR Special Groups, ensure sufficient flexibility to respond to demand for assistance from beneficiaries as well as to ensure high coherence between assessment results, technical assistance and other EC instruments.

A second key assumption is about the capacity of beneficiaries to absorb and integrate advice and recommendations. Regarding this issue, SIGMA will ensure that technical assistance targets highest priorities of beneficiaries and that the activities take into account absorptive capacities of beneficiaries, pursuing realistic results that are good enough for countries in transition.

Finally, the third assumption is that Beneficiaries endorse and support the performance assessment and monitoring process. In this case, the strategy is that SIGMA and EC will ensure that the new approach is properly explained to all beneficiaries, including a broad range of stakeholders to demonstrate the benefits of a performance assessment based on a clear analysis framework and performance indicators.

### **3. IMPLEMENTATION ARRANGEMENTS**

#### **ROLES AND RESPONSIBILITIES**

Since SIGMA is a joint initiative of the OECD and EU, management and implementation responsibilities are shared between OECD and DG ELARG Unit D.3. The OECD and the Commission will inform each other about the persons appointed within the institutions to manage this Action. The Action is implemented by OECD. The team will be composed of a core of OECD staff, which will have extensive professional experience and knowledge of EU Member States administrations, with special regards to the 5 fields of activities covered by the Action.

An annual indicative prioritisation of activities will take place in close co-ordination with the European Commission according to the concrete needs of each beneficiary.

In line with the priorities defined together with Commission services and with the beneficiaries, SIGMA will develop detailed annual implementation plans for country-specific and multi-country activities, specifying results, activities and indicators. Unit D3 in DG Enlargement will consult the SIGMA country-specific and multi-country action plans with relevant geographical units in DG Enlargement, with EU Delegations in the Beneficiaries and relevant line DGs. SIGMA will be involved in this consultation process. Moreover, Unit D3 will ensure coordination with D.2 in order to strengthen integration of the different IB instruments, involving SIGMA where necessary.

SIGMA will work closely with geographical units at Commission Headquarters, in addition to maintaining close relations with Delegations and line DGs. Ad hoc coordination and management meetings will be organized between SIGMA and Unit D.3, including geographical units where relevant.

#### **IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING**

The Action will be financed through an Agreement with OECD/SIGMA. The Commission will finance the Action up to 99% of the total amount.

## **4. PERFORMANCE MEASUREMENT**

### **METHODOLOGY FOR MONITORING (AND EVALUATION)**

SIGMA should perform effective and regular monitoring of SIGMA Action in order to assess interim progress at a programme level, identify areas of failure and their reasons, and any immediate action to be taken to improve programme performance further.

SIGMA will provide bi-annual substantive reports of the Action on progress achieved, based on objectives envisaged in the SIGMA country-specific action plans and in the annual plan for multi-country activities, covering Action outputs and outcomes.

SIGMA will regularly transmit the Commission relevant information of its activities to assist in ensuring the appropriate visibility and co-ordination of the Action. SIGMA will ensure that the relevant Commission services are kept informed of all developments. Information on all movements (staff and consultants) in beneficiary entities will be systematically communicated to the Commission.

SIGMA will support mid-term and final evaluations of the results achieved that the Commission could entrust to independent consultants.

Unit D.3 will evaluate progress in the achievement of expected results on the basis of indicators outlined in the Action Document and specified in the annual country-specific and multi-country action plans. The Annual SIGMA assessment, performed by using the new assessment framework (PAR Principles and related performance indicators), is key for evaluating SIGMA impact and the actual improvement of beneficiaries performance in the key horizontal governance and public administration reform fields covered by the Action.

The data will be monitored on annual basis and checked against the targets set in the 2017 and 2020.

## INDICATOR MEASUREMENT

Indicator	Description	Baseline (2010)	Last (year)	Milestone 2017	Target 2020	Source of information
Increase government effectiveness	This includes the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies; the respect for the institutions that govern economic and social interactions among them (WB definition).	2.3		2.6	2.9	WB Index SEE 2020
Level of effectiveness of PAR strategies and actions plans <sup>4</sup>	This indicator measures to what extent PAR related strategies and Action plans are realistic and sustainable (budgeted, linked to multi-annual and annual financial forecast, prioritized and sequenced) and effective (achieve expected results within the planned timeframe)	N/A	N/A	N/A	N/A	Regular SIGMA assessments (new assessment framework) Commission assessments PAR strategies in place or adjusted Reports of courts and accountability bodies, reports and statistics on implementation Budgetary documents

<sup>4</sup> SIGMA has developed a new analytical framework (including quantitative and quality indicators) to assess progress in the implementation of PA Reform. Through the next Assessments SIGMA will define baselines regarding the 5 SIGMA Policy fields.

Indicator	Description	Baseline (2010)	Last (year)	Milestone 2017	Target 2020	Source of information
						Reports of the meetings of Special Groups
Alignment of PAR related legal framework with EU standards <sup>2</sup>	This indicator measures to what extent the legal framework regarding civil service organization and management, policy making, strategy planning, public procurement and public finance management reflects EU value and are aligned with EU standards	N/A	N/A	N/A	N/A	Regular SIGMA assessments (new assessment framework) Commission assessments Reports of courts and accountability bodies, reports and statistics on implementation Budgetary documents  Reports of the meetings of Special Groups

## **5. CROSS-CUTTING ISSUES**

### **ENVIRONMENT AND CLIMATE CHANGE**

NOT APPLICABLE.

### **ENGAGEMENT WITH CIVIL SOCIETY**

The Action makes every effort to encourage national reform teams to consult widely, for example consulting with business associations on policy to simplify administrative procedures. Supporting enhancement of stakeholder involvement will be one of the Action activities. In order to increase country ownership and stimulate a need for governance and public administration reform, the Action will target non-governmental stakeholders such as NGOs, business representatives, the media and concerned citizens. Such efforts should be coordinated with initiatives such as the IPA Civil Society Facility, which aims to strengthen the capacity of civil society to monitor and engage in dialogue on key public sector reforms.

### **EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING**

The Action will ensure that its advice is consistent with equal opportunities and non-discrimination principles in all relevant areas. The action will also strive for balance in the number of participants of women and men in trainings, workshops and conferences.

Lack of good governance and public administration reform hamper equal opportunities for women and men and the development of a merit-based civil service system, including transparency, de-politicisation and meritocratic recruitment processes can have a positive influence on gender equality and contribute to move towards a Public Administration where it's possible for both women and men to enter and develop within administrations on an equal basis.

### **MINORITIES AND VULNERABLE GROUPS**

To the extent that the Action addresses minority-related issues (e.g. civil service law) it will ensure that its advice is consistent with non-discrimination principles and with positive discrimination provisions where these are in force (e.g. the Ohrid Agreement). Minority and vulnerable groups' concerns will be reflected in all activities of the Action, in particular when it concerns participation in training activities and institutional development.

## **6. SUSTAINABILITY**

Preliminary findings of an evaluation of SIGMA amongst beneficiaries provide evidence that its very specific approach characterised by long-term working relationships and a continuous partnership with key institutional stakeholders at different hierarchical levels is very well appreciated. In addition, it is stated that an intense dialogue and exposure to fellow peers and practitioners enables intensive learning experiences that have a lasting impact on stakeholders and lay the foundation for sustainable change.

Anecdotal evidence states that SIGMA input has proven essential in helping beneficiaries meet provisions for some chapters including the development of strategies and the establishment of an institutional set up. Overall, most respondents perceive SIGMA as having significantly or moderately more sustainability as compared to other donors in similar activities. Evidence shows that technical repercussions or materialisation of SIGMA are not automatically accepted at face value and the exchange of ideas and approaches often results in a compromise, ultimately ensuring ownership.

Sustainability ultimately depends on the determination of national authorities to implement the reforms, but SIGMA's close collaboration with the Commission in the area of policy dialogue and its close involvement both in the technical implementation and in the development of sequenced and

prioritised reform processes should further improve sustainability. Maximising the potential effect of SIGMA outcomes would be helped by greater political leverage of SIGMA and the Commission.

## **7. COMMUNICATION AND VISIBILITY**

Communication and visibility will be given high importance during the implementation of the Action. All necessary measures will be taken to make public the fact that the Action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions.

The implementation of the communication activities shall be the responsibility of SIGMA, and shall be funded from the amounts allocated to the Action.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be undertaken to strengthen general public awareness and promote transparency and accountability on the use of funds.

The Commission shall be fully informed of the planning and implementation of the specific visibility and communication activities.

The Action operates under the mutually agreed “Communications and Visibility Provisions”.

OECD will give maximum visibility to SIGMA, notably through the SIGMA website. The publications, reports and website of the SIGMA shall acknowledge that it is a joint initiative and fully recognise the relative support provided by the other institution.

SIGMA printed materials (including letterhead and visiting cards, SIGMA publications, policy briefs, activity reports and brochures) as well as online material (website and newsletter) will specify the relationship between the Organisation for Economic Co-operation and Development and the European Union as: “A joint initiative of the Organisation for Economic Co-operation and Development and the European Union, principally financed by the European Union.”

In addition to the SIGMA logo, the logos of the European Union and the OECD will appear on the cover of each SIGMA publication.

SIGMA staff is committed to spreading awareness of efforts made by the European Union in the field of public administration reform in beneficiaries. On all occasions, staff will properly recognise the relationship between OECD and the European Union.

Distribution of SIGMA reports, online newsletter and other public information will be co-ordinated between the Commission and OECD through mailing lists which will be maintained by SIGMA and which will include parties within the Commission, the EU Member States and the beneficiaries.

## **LIST OF ANNEXES**

- 1. List of key EU funded support projects linked to SIGMA work areas**

## ANNEX 1

### List of key EU funded support projects linked to SIGMA work areas

#### In Albania:

- IPA Public Internal Financial Control Project;
- IPA Strengthening of external auditing capacities;
- IPA Support to Civil Service Reform.
- Multi-donor trust fund (MDTF) to support the implementation of the Integrated Planning System (IPS) – phase II.

#### In Bosnia and Herzegovina:

- Technical assistance project Strengthening Public Financial Management in Bosnia and Herzegovina (started in February 2013);
- Technical assistance project Support to Co-ordination and Implementation of Public Administration Reform in Bosnia and Herzegovina (started in May 2013);
- Technical assistance project Support to the Centres of Government in Bosnia and Herzegovina (started in February 2013);
- Technical assistance project for the provision of training in administrative procedures in Bosnia and Herzegovina (started in September 2013);
- Technical assistance project Support to Debt Management in Bosnia and Herzegovina (started in August 2013);
- Technical Assistance project Modernisation of HRM Systems in the civil service in Bosnia and Herzegovina (started in January 2014);
- Technical Assistance project Strengthening Public Procurement System in Bosnia and Herzegovina (started in March 2014);
- Technical Assistance project Support to Co-ordination and Implementation of Public Administration and Reform in BiH (started in April 2014).

#### In Kosovo

- Support is provided to the Strategic Planning Office (SPO) of the Office of the Prime Minister to develop an integrated planning system and increase the planning capacity of the SPO and line ministries and to the Kosovo Institute for Public Administration (KIPA) to improve co-ordination of training activities and to increase the leverage and capacity of KIPA as the central training institution;
- Support is provided to the Ministry of Finance for improving budget planning and for the preparation of the Economic and Fiscal Programme (EFP);
- A project has started to support the process of Public Administration Reform by improving Public Finance Management and Accountability in Kosovo;
- A Twinning Light project to support the Ministry of European Integration (the MEI) in carrying out an assessment of the capacities and strengthening of the MEI and the Departments of European Integration and Policy Co-ordination (DEIPC) in the Ministries is finalised. The results of the project feed into IPA 2014 planning.



#### In Montenegro:

- Technical assistance project to support the Human Resource Management Authority (ended in April 2014);
- Twinning Light project to support the strengthening of the Audit Authority (started in May 2014);
- Twinning Light project to support the State Audit Institution (started in April 2014);
- Technical assistance to support the decentralised implementation system of IPA, development of internal audit and financial management in the municipalities and implementation of the new Law on General Administrative Procedures (started in May 2014).

#### In Serbia:

- Support from a technical assistance project for preparing the National Priorities for International Assistance (NAD) 2014-2017 with 2020 projections for nine main sectors, including public administration reform;
- Reforming Policy Co-ordination in the Government of Serbia 2014-2016;
- Strengthening Capacities of the State Audit Institution of Serbia until April 2015.

#### In the former Yugoslav Republic of Macedonia:

- Technical assistance to institutions in charge of implementation of the civil service and public administration reform;
- Technical Assistance to the MISA and Strengthening the Implementation of the National System for Training Co-ordination;
- Support to institutions in the implementation of policies relevant to non-majority communities (Service contract);
- Support to efficient prevention and the fight against corruption (Twinning).

#### In Turkey:

- Technical Assistance for improved strategic management capacity (commenced in 2013).