

## **Standard Summary Project Fiche – IPA centralised programmes**

### **Project number 7: European Integration Scholarships**

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

- 1.1 CRIS Number:** [2008/020-406](#)  
**1.2 Title:** **European Integration Scholarships**  
**1.3 ELARG Statistical code:** 01.36  
**1.4 Location:** Republic of Serbia

#### **Implementing arrangements:**

- 1.5 Contracting Authority:** EC Delegation to the Republic of Serbia  
**1.6 Implementing Agency:** EC Delegation to the Republic of Serbia  
**1.7 Beneficiary (including details of project manager):**

#### **Beneficiary institution**

Serbia Office for European Integration (SEIO) and line ministries

#### **Contact person**

Director of SEIO

#### **Financing:**

- 1.8 Overall cost (VAT excluded)<sup>1</sup>:** **6.000.000 EUR**  
**1.9 EU contribution:** **4.000.000 EUR**  
**1.10 Final date for contracting:** 3 years after the signature of the Financing Agreement.  
**1.11 Final date for execution of contracts:** 5 years after the signature of the Financing Agreement  
**1.12 Final date for disbursements:** 6 years after the signature of the Financing Agreement

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

##### **2.1 Overall Objective:**

The overall objective of the project is to strengthen the capacity of relevant public institutions in Serbia, through the provision of specialised academic and professional training programmes for qualified applicants of diverse backgrounds, in areas pertinent for the process of European integration.

##### **2.2 Project purposes:**

- To offer specialised training programmes for central and local government civil servants as well as community multipliers within institutions such as universities or

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<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 (see Section 7.6)

the media to effectively cope with the challenges and opportunities arising out of Serbia's European perspective, (namely the Stabilisation and Association Agreement).

- To award scholarships to recent graduates with relevant educational backgrounds, to participate in academic programmes relevant to EU integration at European Union universities and that are motivated to actively involve themselves in the process of Serbia's European integration after their return.

### **2.3 Link with AP/NPAA / EP/ SAA:**

This project responds to the *Mid-Term Priority of the European Partnership* by addressing EU sectoral policies and standards, including:

Further strengthen European integration capacity within the public administration and embedding the necessary structures throughout the government and improve cooperation mechanisms with all departments dealing with European integration.

Strengthening of civil service and public administration, implement measures to develop human resources in the civil service, strengthen the policy-making and coordination capacity of the public administration at government and local levels.

The *European Commission's 2007 Progress Report on Serbia*, published in November 2007, points out that capacity remains to be strengthened at all levels. Regulatory and independent bodies are not yet sufficiently developed to ensure the necessary oversight and enforcement of legal obligations. Reforms need to be continued in order to build, at both governmental and sub-national levels, an impartial, accountable and efficient civil service, based on professional career development criteria particular to ensure quality. It also stresses the issue of linking university education to labour market and economic needs.

The **Stabilisation and Association Agreement** calls on the commitment of Serbia to contribute to the political, economic and institutional stabilisation through the development of civil society and democratisation, institution building and public administration reform, regional trade integration and enhanced economic cooperation, as well as through cooperation in a wide range of areas, particularly in justice, freedom and security, and the strengthening of national and regional security;

Furthermore it calls on Serbia's pledge to approximate its legislation in the relevant sectors to that of the Community and to effectively implement it.

### **2.4 Link with MIPD:**

The project reflects the **MIPD's Main priorities and objectives** for the period 2007 – 2009, which includes improving the performance of Serbia's institutions with the aim of an effective public administration at all levels, which is able to provide quality services in a transparent and accountable manner and to support institutions for the implementation, enforcement and monitoring of European sectoral policies.

Among the most relevant programmes to be implemented in pursuit of these objectives, MIPD includes the following:

- *Improving the performance of Serbia's public administration at all levels to foster democratic governance and public service to all people in Serbia.*
- *Assistance to European integration and comprehensive development of EU compatible sectoral policies and laws, EU approximation related training in priority sectors for support, etc;*
- *Consolidating the rule of law by strengthening the wider judicial system through Education and Training.*
- *Promoting Civil Society in the creation of a genuine dialogue between Serbian authorities and representatives of Civil Society representatives to consolidate the systematic monitoring of government policies and effectiveness.*
- *Improving the quality of education and training systems in line with European standards and Serbia's social and population needs including mobility. Promote effective partnerships among major actors including business, social partners and education at all levels.*

## **2.5 Link with National Strategy for Serbia's EU accession:**

The strategy calls for an establishment of a reliable system of public administration which would be capable of accepting and conveying numerous and complex requirements for harmonisation with the EU rules. The new national programme stipulates that the number of state officials whose work is directly connected to the EU integration process should become three times as many during the next four years, raising the number of officials from the present 350 to more than 1000.

## **3. Description of project**

### **3.1 Background and justification:**

The background of this project originates in Serbia's relative isolation with regard to the process of European integration since the 1990s. The lack of sufficient international exposure, especially to academic and governmental institutions in the European Union, had detrimental effects regarding an adequate professional career development in the public- and private sector in general. Though the overall administrative capacity in Serbia is of reasonable quality, as stipulated in the 2007 Progress Report, it requires continuous and substantial investments in order to limit the significant turn-over of qualified staff, mainly caused by the present pay and grading scheme. A key issue in that regard is the scarce expertise in relation to European standards and policies within a large part of governmental and non-governmental actors. The CARDS programme has significantly contributed to tackle a number of these issues through substantial technical assistance projects, supporting capacity building within institutions such as the government, civil society, media or the business sector. However, the recent approval of the Stabilisation and Association Agreement gives an additional stimulus and emphasis to the fact that European integration has turned into a key policy priority for the Government of Serbia for the years to come. In order to assist the relevant institutions in introducing the necessary reforms that aim to take the country forward on its path to full EU membership, it is essential for all stakeholders to wholly engage with the Instrument of Pre-Accession.

IPA has been designed to assist Serbia not only to deal with the challenges, but also to take advantage of the opportunities provided through the Stabilisation and Association Agreement. However, recent enlargement rounds have confirmed that trained and qualified administrative capacity is imperative to successfully align, implement and enforce *acquis* related legislation. For this reason, a sound understanding of the European Union's range of sectoral policies and their implementation mechanisms is vital for coping with the process of European integration. This project is hence designed to build the capacity of current and future professionals which are working on issues along the entire *acquis* related legislative pipeline. This includes *inter alia*: capable policy formulation and skilled legal drafting within line ministries; realistic impact assessments by the government, efficient scrutinising by parliament; effective implementation by central and local public administrations, as well as appropriate enforcement by designated state authorities, alongside the monitoring of the whole process by Civil Society and the media.

Moreover the project is to support motivated university graduates who wish to obtain a specialised MA level education in European integration at an EU university. Only a relatively small number of young people in Serbia has travelled abroad mainly due to visa restrictions or the lack of funds. Especially university students are short in international exposure due to the limited number of scholarship opportunities available. This development is creating detrimental repercussions on the development of the country as a whole. In addition to building up a better skilled and educated labour force, it is crucial to increase the capacity of public administrators, civil society activists, and other multipliers at various levels of the general public. A post graduate education in a EU member state would not only increase the technical capacity of the participants in relevant areas such as EU law, EU economics, common agricultural policy, history of European integration, governance in the EU, etc... It would also increase language proficiency as well as improve social skills in relation to interacting in multi-cultural environments. Last but not least, the grantees of these scholarships would profit from studying sectoral aspects of EU integration from attending relevant courses and in addition would have an opportunity to directly experience the functioning of these policies within the European Union and its member states itself. The selection procedure of the students that are to be sent to EU universities will follow EC approved standards and principles, such as integrity, transparency and a merit based competition, taking into account cross-cutting issues such as gender, minorities or applicants with disabilities.

What distinguishes this programme from TEMPUS or other schemes such as Erasmus Mundus and Erasmus Mundus External Cooperation Window is its strong focus on European integration. The applicants should possess a relevant background and even more important, a strong motivation to involve themselves in the process of European integration after their return

Therefore the necessary investment in Serbia's human resources development within its central and local level public administration as well as in media or universities is to be supported by this project through two types of interventions:

- a. The provision of tailor-made and well targeted training programmes for qualified members of the civil service, media, etc, dealing with various aspects of European integration

- b. The awarding of scholarships for transparently selected graduates to enrol in European integration programmes at European Union Universities.

The underlying rationale of the project activities is to contribute building a society that is better informed about the European Union. Participants will experience first hand, that the EU is based on shared values, such as the rule of law, a pluralistic democracy and a market economy. After the training or the graduation, the participants will be able to more realistically assess the repercussions of Serbia's EU integration on the socio-economic organisation of the country and to actively involve themselves in this process. This expertise will enable the country to better take advantage from increased European integration to the benefit of all citizens.

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

The project will have a positive impact through strengthening the capacity of Serbia's institutions, particularly the Government, Central and Local administration but also other areas such as academia or the media. The project will build the capacity of civil servants to implement their tasks through enhancement of coordination and reporting mechanisms, improving systems to harmonise and implement EU compliant legislation. The project will also enable graduates to complete relevant master degrees on EU integration studies in EU Universities raising in a sustainable manner the level of European expertise to the benefit of public and private institutions in Serbia.

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

**Result 1:** Capacities are increased to meet the various requirements of the EU integration process. Serbia's public administration will be strengthened at all levels through the acquisition of skills and knowledge regarding European policies, practices and standards.

**Result 2:** Participants have completed post-graduate degrees in EU universities in EU integration studies. Graduates will work on issues pertinent for European integration in relevant functions at different levels of Serbia's public administration or within the non-governmental sector.

### **3.4 Activities:**

#### *Activities for achieving Result 1:*

- Thorough analysis of training needs regarding Serbia's public administration in relation to increasing knowledge and skills relevant for the process of European integration. Subsequent development of a comprehensive and tailor-made training plan that identifies i.a. target groups, relevant topics, etc.
- Organisation of a fully transparent selection procedure of at least 150 participants that takes into account government priorities as well as minority and gender issues.

- Full organisation and logistical backstopping of 3–6 weeks training courses, to strengthen central structures and coordination capacities of the government in EU related matters. The training will in particular target a significant number of staff dealing with European integration issues within the government and in line ministries as well as other agencies at central or local level
- Yearly competition within the competences of the Fund for Young Talents of the Government of Serbia will continuously grant the 500 selected graduates from the public Universities of Serbia with approximately 15.000 EUR each, as contribution to scholarships for Universities in EU member states (National contribution).

*Activities for achieving Result 2:*

- The preparation, organisation and logistical backstopping of a large and complex scholarship programme (two rounds of one year each), in order to send at least 2x40 participants to EU universities for the completion of their studies in fields relevant to the process of European integration.
- In order to ensure a smooth functioning of a complex scholarship scheme the following non-exhaustive list of activities are to be carried out:
  - Organisation of an information campaign in cooperation with the Tempus Office and call for applications based on objective criteria such as first university degree, language skills (in particular English),
  - A pre-selection based on a series of written examinations in various relevant areas including a letter of motivation.
  - The setting up of an interview session for short-listed candidates which are to be evaluated by a panel of independent international professors.
  - Assistance to students in the selection and application at EU universities.
  - Payments of all the fees, tuitions and other items such as language tests, transport, accommodation, visa, insurances, books, pocket money, etc.
  - Logistic partner for all participants in relation to their residence abroad.

In addition to this, as a guarantee of the sustainability, and directly contributing to the achievement of the second Result, the Fund for Young Talents within its mandate will cover activities of establishing the unique database of scholars, for tracking their career path and facilitate employment. Updating, promotion and information disbursement regarding the database will be accompanied by a comprehensive assistance provided by the Fund to all the scholars, aiming at their engagement at suitable structures of Serbian administration or of the non-government sector.

***Contracting arrangements***

Two service contracts are envisaged for the implementation of this project.

Funding for the activities performed within the Fund for Young Talents, as well as the amounts of direct academic grants for graduates, are calculated as the national co-financing.

### **3.5 Conditionality and sequencing:**

The designated government body is committed in participating in the programme through all phases of implementation. Especially the transparent nomination and selection procedure of civil servants and university graduates has to be carried out merit based and on parameters such as relevant background, language skills, career potential, motivation, etc.

### **3.6 Linked activities**

#### **Tempus / Erasmus Mundus**

Tempus has given considerable impetus to higher education reform in Serbia since 2001. All state universities have participated in Tempus Projects. Since 2001, study programmes have been updated in the fields of agriculture, urban and regional planning, economics, the applied sciences, electrical and electronic engineering, European studies, international relations, political science, food science and technology, forestry, health care, the humanities, information technology, computer science, engineering, management and business, mechanical engineering, media studies and journalism, the medical sciences, the natural sciences, mathematics, physics, regional environmental policy, tourism and leisure, and veterinary science

Tempus has contributed to a harmonisation of higher education in terms of unifying curricula, improving teaching methods, and capacity building. It has also provided opportunities to improve soft skills and to acquire knowledge on new or different processes. Most projects have led to partnership agreements and, as a follow-up to cooperation in Tempus, joint degrees are already being prepared between Serbian universities and EU institutions. Tempus has also reinforced cooperation between universities and ministries. It has also had a direct bearing on the drafting of the new higher education legislation, the integration of universities and colleges, the drafting of state university statutes, the establishment of integration mechanisms, and the drafting of a democratic student charter.

Erasmus Mundus, a world-wide programme which provides scholarships for students to around 100 Erasmus Mundus Master Courses in Europe. In 2006, a specific Window for the Western Balkans has been initiated under the Erasmus Mundus Programme to enable the selection of 100 post-graduate students from the region each year.

Whereas Tempus and Erasmus Mundus support students in various disciplines the focus of this project is on European integration. The courses should be mostly, but not exclusively on horizontal issues of European integration. There may be a need however, to grant scholarships for students in specialised disciplines, such as finance, economics, agriculture, transport, environment, etc... In order not to duplicate activities of Tempus and Erasmus Mundus students who enrol in more specialised courses have to demonstrate how those subjects are linked in a pertinent manner with the advancement of Serbia's integration into the European Union.

This project will also have a link with Erasmus Mundus External Cooperation Window, a new programme which is from 2007 available to Western Balkan countries. This new programme allows the mobility of under-graduate, master, PhD, postdoctoral students and academic staff.

### **3.7 Lessons learned**

Although impact realised through the previous assistance overall is satisfactory, a number of challenges remain:

- Issues such as minority participation and gender equality have to be considered during project implementation.
- From the experience of similar programmes in the region the project needs to be able to respond to the individual requirement and needs of a large group of individuals.
- *Flexibility*: Recurring reference is made to the importance of creating flexibility in planning and projects to accommodate the needs at the time; and the importance of avoiding duplication.



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

			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												
contract 1.1	x		2,500,000	2,500,000	100							-
Activity 2												
contract 2.1	x		1,500,000	1,500,000	100							
Activity 3												
contract 3.1			2,000,000			2,000,000	100	2,000,000				
TOTAL IB			6,000,000	4,000,000	67	2,000,000	33	2,000,000				
TOTAL INV												
<b>TOTAL PROJECT</b>			<b>6,000,000</b>	<b>4,000,000</b>	<b>67</b>	<b>2,000,000</b>	<b>33</b>	<b>2,000,000</b>				

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

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
Contract 1	Q32008	Q1 2009	Q1 2012
Contract 2	Q32008	Q1 2009	Q1 2012

All projects should in principle be ready for tendering in the 1<sup>ST</sup> Quarter following the signature of the FA.

## 6. Cross cutting issues (where applicable)

### 6.1 Equal Opportunity

In the implementation of the Project, specific attention will be given to the need to reflecting gender balance and equal opportunities in all legislative and strategic aspects as well as concrete hand on activities.

### 6.2 Environment

The project is expected to have a neutral impact on the environment. However, environmental considerations deriving from Serbian legislation as well as European requirements should be duly reflected in all activities.

### 6.3 Minorities

Minority representation will be pursued across the civil service training and in all aspects of project activities, such as strategic documents, training programmes, action plans, etc with proper integration in all central/local administration.

## ANNEXES

Annex 1 - Logframe in Standard Format

Annex 2 - Amounts contracted and Disbursed per Quarter over the full duration of Programme

Annex 3 - Description of Institutional Framework

Annex 4 - Reference to laws, regulations and strategic documents:

Annex 5 - Details per EU funded contract (\*) where applicable:

## ANNEX 1: Logical framework matrix in standard format

Title: European Integration Scholarships			
		Contracting period expires 3 years after the signature of the Financing Agreement	Disbursement period expires 6 years after the signature of the Financing Agreement
		Total budget : €6.0 mil	IPA budget: €4.0 mil
<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	
The overall objective of the project is to strengthen the capacity of relevant public institutions in Serbia, through the provision of specialised academic and professional training programmes for qualified applicants of diverse backgrounds, in areas pertinent for the process of European integration.	Fulfilment of requirements of the SAA	Contractor's regular reports. Reports of the STM meetings EC progress reports on Serbia	
<b>Project purpose</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
To offer specialised training programmes for central and local government civil servants as well as community multipliers within institutions such as universities or the media to effectively cope with the challenges and opportunities arising out of Serbia's European perspective, (namely the Stabilisation and Association Agreement).	Increased absorption capacity of IPA programmes to take full advantage of all the activities. Drafting, adoption, implementation and enforcement of EU compliant legislation.	Contractor's regular reports. Reports of the SC meetings EC progress reports on Serbia.  Policies and mechanisms developed and adopted by the Government.	Sufficient resources are allocated by the Government to implement the outputs of the project.  Commitment from the beneficiaries to implement the reforms.  Coordination of donors/trainings ensured by the Government
To award scholarships to recent graduates with relevant educational backgrounds, to participate in academic programmes on EU integration studies at European Union universities and that are motivated to actively involve themselves in the process of Serbia's European integration after their return.	Increase capacity for a European minded	Relevant graduation certificates from EU universities.	
<b>Results</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Result 1:</b> Capacities are increased to meet the various requirements of the EU integration process. Serbia's public administration will be strengthened at all levels through the acquisition of skills and knowledge regarding European policies, practices and standards.  <b>Result 2:</b> Participants have completed post-graduate degrees in EU universities in EU integration studies. Graduates will work on issues pertinent for European integration in relevant functions at different levels of Serbia's public administration or within the non-governmental sector.			
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
<i>Activities for achieving Result 1:</i>  <ul style="list-style-type: none"> <li>Thorough analysis of training needs regarding Serbia's public administration in relation to increasing knowledge and skills relevant for the process of European integration. Subsequent development of a</li> </ul>	Activities 2 Service Contracts	EU funded activities : 4 million EUR National contribution: 2 million EUR	

<p>comprehensive and tailor-made training plan that identifies i.a. target groups, relevant topics, etc...</p> <ul style="list-style-type: none"> <li>• Organisation of a fully transparent selection procedure of at least 150 participants that takes into account government priorities as well as minority and gender issues.</li> <li>• Full organisation and logistical backstopping of 3–6 weeks training courses, to strengthen central structures and coordination capacities of the government in EU related matters. The training will in particular target a significant number of staff dealing with European integration issues within the government and in line ministries as well as other agencies at central or local level.</li> <li>• Yearly competition within the competences of the Fund for Young Talents of the Government of Serbia will continuously grant the 500 selected graduates from the public Universities of Serbia with approximately 15.000 EUR each, as contribution to scholarships for Universities in EU member states.</li> </ul> <p><i>Activities for achieving Result 2:</i></p> <ul style="list-style-type: none"> <li>• The preparation, organisation and logistical backstopping of a large and complex scholarship programme (two rounds of one year each), in order to send at least 2x40 participants to EU universities for the completion of their studies in fields relevant to the process of European integration.</li> <li>• In order to ensure a smooth functioning of a complex scholarship scheme the following non-exhaustive list of activities are to be carried out: <ul style="list-style-type: none"> <li>- Organisation of an information campaign in cooperation with the Tempus Office and call for applications based on objective criteria such as first university degree, language skills (in particular English), etc...</li> <li>- A pre-selection based on a series of written examinations in various</li> </ul> </li> </ul>			
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<p>relevant areas including a letter of motivation.</p> <ul style="list-style-type: none"> <li>- The setting up of an interview session for short-listed candidates which are to be evaluated by a panel of independent international professors.</li> <li>- Assistance to students in the selection and application at EU universities.</li> <li>- Payments of all the fees, tuitions and other items such as language tests, transport, accommodation, visa, insurances, books, pocket money, etc...</li> <li>- Logistic partner for all participants in relation to their residence abroad.</li> <li>- Establishing the unique database of scholars, for tracking their career path and facilitate employment and assistance provided by the Fund to all the scholars, aiming at their engagement at suitable structures of Serbian administration or of the non-government sector</li> </ul>			
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Pre-conditions

**ANNEX II: Contracted and disbursed by quarter for the project amounts (in €)**

<b>Contracted</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>Q7</b>	<b>Q8</b>	<b>Q9</b>	<b>Q10</b>	<b>Q11</b>	<b>Q12</b>	<b>TOTAL</b>
Contract 1.1		2,500,000											<b>2,500,000</b>
Contract 1.2		1,500,000											<b>1,500,000</b>
<b>Cumulated</b>		<b>4,000,000</b>											<b>4,000,000</b>
<b>Disbursed</b>													
Contract 1.1			600,000				600,000		600,000		700 000		<b>2,500,000</b>
Contract 1.2			400,000				400,000		400,000		300 000		<b>1,500,000</b>
<b>Cumulated</b>			<b>1,000,000</b>				<b>2,000,000</b>		<b>3,000,000</b>		<b>4,000,000</b>		<b>4,000,000</b>

**ANNEX III: Description of Institutional Framework**

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

**Reference list of relevant laws and regulations:**

**Reference to AP /NPAA / EP / SAA:**

**Reference to MIPD:**

- The project links with MIPD main priorities and objectives for the period 2007 – 2009, namely Political Requirements and European Standards

**Reference to National Development Plan**

**Reference to national / sectoral investment plans**

**ANNEX V: Details per EU funded contract (\*) where applicable:**