



***RCC Strategy and Work Programme 2011-2013***  
**Self-assessment Report on the First Year of Implementation**

**Sarajevo, 27 February 2012**

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## Executive Summary

The self-evaluation of the first year of the RCC Strategy and Work Programme 2011-2013 (SWP) implementation has a primary objective to assess fulfilment of the set objectives, as well as to estimate wider relevance, impact and sustainability of the activities performed. Based on these findings, efficiency and effectiveness of the RCC Secretariat is estimated. This report provides analysis, conclusions and recommendations to assist better implementation of the next phase of the SWP in 2012-2013 and programming of the RCC's strategy for the next period 2014-2016. Considerations on the new strategy are crucial for defining the future role of RCC and its relations with the SEECP and the EU, especially in the enlargement context.

In addition, the evaluation had several specific objectives aiming to provide: an assessment to which extent the SWP is based on a balanced and comprehensive planning process; a detailed judgement on the performance in each priority area and related activities; and based on conclusions and lessons learned, to outline corrective measures to improve implementation and monitoring of ongoing actions as well as future programming.

The SWP identified 22 distinct objectives in six main priority areas to be met by the end of 2013. The implementation of these objectives is on-track. Annex 1 provides a more specific assessment of work done so far, with approximate percentage of fulfilment of each specific objective in the first year of the SWP implementation. According to this evidence, out of 22 objectives, 16 have been accomplished between 30% and 70%, measured against performance and timing planned in the Work Programme. One objective is already fully accomplished, while one has been dropped due to the lack of interest by SEE countries. The remaining 4 objectives have been accomplished between 10% and 25%. In most of the RCC priority areas, regional consultative and/or monitoring mechanisms have been created providing additional measurement of progress on the path towards the European and Euro-Atlantic integration of the Western Balkans. The overall trend of implementation is showing progress ahead of schedule.

The following strengths and weaknesses in the SWP implementation were identified: it needs more measurable and specific indicators in order to better evaluate its results; SWP significantly helped regional cooperation in different areas; continuous institutional consultations became an effective instrument; participation of stakeholders in the RCC activities was high; the region should be more aligned with the EU, especially through enlargement package; expectations of the regional partners have mostly been met; more inter-sectoral and multi-stakeholder approach is needed; RCC activities should be more focused and coherent; fragmentation, lack of coordination, insufficient institutional capacity in the region, lack of willingness and cooperation of national authorities and uneven development of different areas of cooperation were the main obstacles; communication activities have had generally positive assessment but they should be approached in a more strategic manner; RCC has developed notable analytical capacities and expertise; it is necessary to mobilize additional resources for the SWP implementation; and RCC administrative and organisational capacity as well as internal operational coordination should be improved.

The key recommendations are the following: constant political commitment is needed; focus should be given to consolidating cooperation mechanisms in the RCC priority areas and linking them with the political "chapeau" at national and regional levels; regular contacts and consultations with the DG Enlargement should continue in order to precisely identify the impact of closer affiliation of the RCC with the horizontal enlargement agenda, as well as with other EC Directorates General, the European External Action Service (EEAS), Presidency of the Council of EU and European Parliament; stronger focus on the EU Enlargement Strategy and Europe 2020 strategy would provide RCC with a longer-term view, align its activities with broader strategies and make it possible to quantify its work; the ongoing regional dialogue should be more structured with higher involvement of national policy makers in the implementation of regionally agreed issues; additional project management mechanisms and tools will need to be put in place in order to be able to track,

record, monitor and manage an increasing number of activities and maintain a sufficient level of quality control in delivery; RCC has to develop a stronger platform for reaching out to its stakeholders; and communication should be integral to all work.

The results achieved so far, general political and economic context, as well as a clear vision will to a large extent shape the strategic orientation of the RCC for the period beyond 2013. It should be followed by a proposal of an appropriate pattern of coherently structured political, operational and financial aspects of its work in correlation with the possible changes within the SEECP. The vision-building process and identifying priorities of future regional cooperation will be launched through comprehensive and transparent consultations with all relevant stakeholders in the region, in particular the national authorities, regional initiatives and task forces and main donors, primarily the European Commission.

As an operational arm of the SEECP, the Regional Cooperation Council is expected to translate political decisions into operational plans. At the same time, the SEECP is expected to enhance its strategic guidance to the RCC in the implementation of agreed operational tasks.

The RCC would benefit of a more direct and concrete role within the EU enlargement process in the Western Balkans and needs a stronger leverage from the EU institutions in terms of being recognised, promoted and supported as a key instrument for introducing and implementing regional approach to economic recovery and development.

The RCC needs to be further moved ahead by political commitment from its members from the region and by further alignment with the EU and international partners, thus confirming and enhancing its role as a main platform for guiding and monitoring regional cooperation in South East Europe.

After 2013, the RCC should preserve its mandate for the overall cooperation in SEE as the operational arm of the SEECP, whilst further developing and deepening its role and alignment with the EU enlargement process. In addition to these two components, third pillar of the future RCC mandate should be provided by granting the RCC pivotal role in enhancing regional economic and social development.

Such an integrated approach - supported by a comprehensive and consolidated political cooperation in the region after the debate on the SEECP reform - would grant a genuine, durable and consistent regional partnership for stability and development.

## 1. INTRODUCTION

The year 2011 was the first year of implementation of Regional Cooperation Council's (RCC) Strategy and Work Programme 2011-2013 (SWP). This year also marked a significant shift in operations of the organisation - from the transitional period from the Stability Pact for South Eastern Europe to a well-set and recognised regional partner and factor of regional development in South East Europe. Today, the RCC with its Secretariat is a flexible, and regionally owned organisation with deployed multifold activities, capable of addressing and representing regional interests as well as initiating and supporting regional cooperation.

The RCC Secretariat has prepared the Draft Self-assessment Report on the implementation of the SWP for the period January–December 2011, to be presented at the RCC Board Meeting in March 2012. After receiving comments from the Board, the Report will be presented at the Fourth RCC Annual Meeting and possibly endorsed by the South East Europe Cooperation Process (SEECP) Summit of the Serbian Chairmanship in Office (C-i-O), in June 2012. This Report will also serve as a basis for discussions on the RCC role beyond 2013.

The main beneficiaries of this Report will be the RCC members from SEE, including SEECP participating states. Other beneficiaries are: EC (primarily DG Enlargement as the main partner and provider of political and financial support) and other bilateral donors and supporting international organisations; RI&TFs as RCC's partners and stakeholders of regional cooperation; and business and CSO networks from the region as emerging contributors to and promoters of the RCC activities.

The general context for evaluating regional cooperation in SEE is framed by three main inter-linked political factors: EU enlargement dynamics, SEECP as the main regional cooperation platform and the overall political developments in the region (open issues, bilateral etc.) in the period ahead.

Since the inception of the SEECP, throughout the Stability Pact period and over four years of the RCC activities, the regional cooperation in SEE is on the rise. Being one of the key requirements for the EU accession it has also played a vital role in relaxation of tensions in the region inherited from the past period. In terms of the shared strategic interest to ensure durable stability, security and prosperity in SEE and to further advance European and Euro-Atlantic integration it is evident that regional cooperation must be strengthened, stabilised and assured.

Regional cooperation has, in general, grasped the regional ownership substance, although the EU enlargement is still perceived as a leading driving force. Thus, dynamics of the EU accession has a profound effect on the cooperation in the region, at the same time requesting greater self-responsibility of the region for its further development.

The EU enlargement dynamic is linked to the ability of the aspiring countries to fulfil established criteria and resolve residual open issues. Resolution of residual open issues remains a priority although the time-frame is hard to predict given the nature of many of these issues, either of bilateral nature or internal functionality.

The whole SEE region is moving closer to the EU, albeit with considerable differences from country to country, by carrying out important structural reforms and by meeting established criteria and conditions. The region encompasses countries which are striving to achieve candidate status and eventually start EU accession negotiations, countries which have been granted candidate status and are currently making progress towards EU integration, each according to the pace of reforms put in place and their alignment with the EU *acquis*, as well as a growing number of the EU Member States.

The overall objective of the RCC is to support economic and social development and reforms in South East Europe and promote the region's European and Euro-Atlantic integration of which regional cooperation is an essential part. As a regionally-owned organisation, the RCC represents the region, initiates and supports regional cooperation of its 13 SEE beneficiaries in different

priority areas. The RCC operates under the political umbrella of the Southeast European Cooperation Process (SEECP).

Remaining the operational arm of the SEECP the RCC is by now well placed to be more related to the Enlargement Strategy and its concrete challenges. Successful first year of the implementation of the SWP provides a solid ground for timely evaluation of the future RCC's role and mandate beyond 2013, in particular in the light of the EU Enlargement Strategy and the debate within the SEECP regarding the consolidation and enhancement of regional cooperation.

The self-assessment process regarding implementation of the SWP aims to evaluate the results achieved and measure their impact and the extent of their compliance with the established objectives. The RCC Secretariat has developed its own self-evaluation mechanism with measurable indicators. The impact of the RCC activities has been identified on the basis of indicators listed below (Annexes 1 – 4), assessment of the main regional partners (Survey of Regional Initiatives and Task Forces in South East Europe – Summary Findings, March 2011) and estimation of its contribution to the improvement of general political climate in South East Europe.

## 2. REVIEW OF RESULTS

### 2.1. Performance status of general (horizontal) functions and activities

Guided by the principles of all-inclusiveness and regional ownership, the RCC has been working on numerous fronts in compliance with its general (horizontal) priorities:

- Represented the region in different international and regional fora and ministerial meetings relevant for development of regional cooperation in general and in all six priority areas specifically. Large number of regional events were organised or co-organised by the RCC: according to the RCC evidence for 2011, it was close to 1/5 of all 302 identified regional events in that period. RCC took part at the events organised by different national, regional or international stakeholders with streamlining messages and achievements.

Moreover, consultations have been held with high-level representatives of the SEECP, AII, CEI, OSCE, the EU Institutions (Commission, External Action Service, and European Parliament), Council of Europe, and high-level officials from the EU member-states, NATO, U.S. Department of State, World Bank etc. The RCC also increased cooperation and consultations with relevant national authorities and other relevant entities to better reflect and update regional priority needs.

- Assisted the SEECP in fulfilling its tasks contributing to different activities in the SEECP framework, in particular in preparing number of sectoral ministerial and expert meetings organised by the SEECP Chairmanship-in-Office and related to the RCC Strategy and Work Programme 2011-2013.
- Monitored and streamlined regional activities through targeted informing of different regional initiatives and task forces on possibilities to be involved in the activities performed by the RCC Secretariat or any other RI&TF. Periodical stock taking (RCC Annual Reports, Survey of RI&TFs, March 2011) of regional activities of different stakeholders has been done and related recommendations proposed. In a number of cases RCC jointly planned and performed different activities related to the RCC Strategy and Work Programme 2011-2013 with individual RI&TFs.

The RCC Secretariat has had a managing, monitoring and/or steering role in different bodies or projects of other regional initiatives (WBIF, eSEE, CeGD, SEETO, REC, ICAM/RBM, PII/ADP, UNECE CSE, ISRBC, NALAS, RAI, SELEC, SEEPAG, MARRI, SEPICA, SEDM, SEEC – Forum for Western Balkans Defense Cooperation, US-Adriatic Charter (A5), SEESAC, DPPI, GTF, SEECCL, ERI SEE, RCC TF CS, RCC TF BHC, CPF, RSPC etc.), offering

suggestions/proposals to avoid overlapping and for a better use of synergies of different existing initiatives. Besides this kind of involvement it has held regular bilateral meetings and consultations with a number of well-established RI&TFs, or emerging partners of the RCC Secretariat, such as the newly established regional networks (SEE Public Private Partnership Network, Regional Network of Investment Promotion Agencies etc.); institutionalization of cooperation and coordination has often been provided through specified MoUs. Multilateral coordination meetings with all the relevant RI&TFs in the area of justice and home affairs are organised by the RCC twice a year.

Close cooperation and coordination has been established with a number of EU-supported regional organisations (such as CEFTA, RENA, RESPA, etc.), as well as with other regional stakeholders, private companies and associations.

- Exerted strategic leadership in regional cooperation through development of regional platforms and/or strategies in all priority areas such as the “*Social Agenda for the Western Balkans 2020*”, “*Regional Strategic Document and the Action Plan 2011-2013*” for its implementation in the area of Justice and Home Affairs, SEE Military Intelligence Chiefs Forum (SEEMIC), and Forum of the Heads of SEE National Security Authorities (SEENSA), “*Regional Strategy for Research and Development for Innovation for the Western Balkans*”, and through the support in elaborating the proposal on the need to launch regional energy strategy and its forthcoming completion, and others.
- Provided a regional perspective in donor assistance through improved communication on regional cooperation activities in the triangle RCC Secretariat and other regional initiatives, NIPAC offices and DG Enlargement. The RCC Secretariat has also assisted/co-chaired the MB IPA Strategy Working Groups, Western Balkans Investment Framework Steering Committee Meetings, as well as International Financial Institutions (IFI) Advisory Group meetings. Consultations were also held with other donors interested in regional projects (ADA, SIDA, FES, HBS, GIZ, UNDP, USAID, OSCE, World Bank, SDC, BTM etc.). The RCC provided inputs to decision-making to UNODC, for the Regional Programme for South East Europe 2012-2015, to Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the Swiss Agency for Development and Cooperation (SDC) for the Programme on Regional Police Cooperation 2012 – 2016. It also realized some joint activities with the FES and GIZ in relation to the EU Strategy for the Danube Region (EU SDR) and the Vienna Declaration, respectively. In addition, it supported the fundraising for the ISRBC projects most relevant for the EU SDR implementation. The RCC presented regional projects in its scope of work in line with its Strategy and Work Programme 2011-2013 and promoted other RI&TFs’ projects. Furthermore, RCC Secretariat established or intensified contacts with other DGs in the EC (DG REGIO, DG MOVE, DG International Cooperation, DG Humanitarian Aid and Crisis Response, DG Research, Innovation and Science, DG Education and Culture, etc), as well as with the specialised units within the External Action Service, for the security cooperation area.
- Supported increased involvement of civil society in regional activities helping to launch (European Association of Public Service Media in South East Europe, Network of National Councils of the European Movement in SEE, ECO Social Entrepreneurs Network in SEE) and consolidate cooperation with CSO networks. Permanent dialogue was in place with different CSO stakeholders from the region such as TACSO team, ICDDT, BFPE, ICPE, ECPD, HBS, IENE, BCSDN etc, discussing the issues and modes of cooperation and launching common activities. The dialogue was further widened to include think tanks from the region and beyond as well as university networks such as the South East European Law Schools Network (SEELS), or LSE Social Cohesion Network for SEE. RCC was also represented at different events relevant for development of regional cooperation – from think-tank and academic conferences to the EC dialogue with civil society in the region.

Together with TACSO, RCC co-organised the regional conference „*Regional Civil Society Organisations' Networks in the IPA Countries*“, which helped identifying the opportunities for involvement of CSO networks in the implementation of the RCC Strategy and Work Programme 2011-2013.

## **2.2. Progress in priority areas**

RCC works in six main priority areas towards achieving common regional goals. These operational sectors of the RCC engagement are: Economic and Social Development; Infrastructure and Energy; Justice and Home Affairs, Security Cooperation; Building Human Capital and Parliamentary Cooperation. Some of the main results achieved during the first year of the implementation of the SWP are listed below. A detailed overview of the results achieved is provided in Annex 1 to this Report.

### **1. ECONOMIC AND SOCIAL DEVELOPMENT**

- Successfully transferred the South East Europe Investment Committee from the OECD to the RCC Secretariat with a renewed focus on Europe 2020 and regional value chain development.
- Initiated a structured dialogue with the governments, social partners and CSOs on the Social Agenda 2020 for the Western Balkans with the aim of developing a regional response to the social aspects of the Europe 2020 Strategy.
- Helped create a platform for joint regional action of securities market regulators to advance further linkages and integration of the regional capital markets.
- Helped renew political commitment to the information society development in the region through revised eSEE Agenda Plus adopted at the Ministerial level during 2011, ensuring that targets set are relevant, credible and in line with the EU objectives.
- Launched the “*Women Entrepreneurship – a job creation engine for SEE*” project for which the RCC Secretariat was awarded a three-year contract with Swedish International Development Agency (SIDA) with SEECEL and GTF as implementing agencies..

### **2. ENERGY AND INFRASTRUCTURE**

- In the framework of the Sustainable Energy Development Regional Initiative (SEDRI), jointly launched by the Central European Initiative and RCC Secretariat, the SEDRI Task Force was established and the initial project inventory was prepared.
- Participated in the preparation of final draft project proposal on expanding the air transport links within the SEE.
- Initiated regional strategic action regarding the railway transport and infrastructure development.
- Supported the national administrations in SEE to adopt and implement road safety acquis and launched initiative to establish the Road Safety Training Centre.
- Promoted integrated approach in planning the infrastructure development and establishing or strengthening links between the relevant regional cooperation players ECS, RENA, ICPDR etc.
- Initiated mapping of the activities in the area of Climate Change Adaption in the SEE and strengthened cooperation between major stakeholders.

### **3. JUSTICE AND HOME AFFAIRS**

- Initiated and elaborated the “*Regional Strategic Document and the Action Plan 2011 – 2013*” for its implementation in the area of Justice and Home Affairs endorsed by the SEEC Ministers of Justice and Home Affairs.

- Coordinated the Steering Group for implementation of the Regional Strategic Document which designed and adopted the “*Monitoring and Evaluation Mechanism*” to measure progress and results of regional cooperation in justice and home affairs.
- In cooperation with Serbian SEECF Chairmanship-in-Office, facilitated and participated in the establishment of two important SEE working groups: the Expert Group on regional instrument for mutual legal assistance in criminal matters in SEE (the so-called Regional Arrest Warrant), and the Expert Group on cooperation in civil and commercial matters.
- RCC was an active partner in the implementation of ongoing MB IPA projects: ILECU, WINPRO, WB Prosecutors Network, and IPA-MB project on transformation of SECI Centre into SELEC.
- RCC, SELEC and UN Counter-Terrorism Executive Directorate (CTED) organised periodic regional conferences and workshops on anti-terrorism in SEE.
- Established, in cooperation with the Regional Anti-Corruption Initiative, the Integrity Experts Network (IEN), as a SEE inter-governmental structure of the national agencies specialized in public officials’ assets declaration and incompatibilities regime.
- In cooperation with SEECF Chairmanship-in-Office and MARRI, established the Forum of the Heads of Consular Departments from SEECF countries.
- In cooperation with RACVIAC, established the working group on exchanging information and sharing best practices at the regional level regarding the protection of fundamental rights within justice and security cooperation areas.

#### 4. SECURITY COOPERATION

- Initiated, with full support of the EU Military Intelligence Directorate, a regional cooperation mechanism among the Chiefs of Military Intelligence - SEEMIC (three meetings already held).
- Initiated regional cooperation of the Heads of the South East European National Security Authorities-SEENSA (the first meeting has been held in Sofia).
- Initiated regional cooperation of the South East European Counter-Intelligence Chiefs Forum - SEECIC (preparation for holding the first meeting have been finalised and a draft concept agreed upon).

#### 5. BUILDING HUMAN CAPITAL AND PARLIAMENTARY COOPERATION

- Contributed to development of the project “*Building Capacity for Structural Reform in Higher Education of Western Balkan Countries (STREW)*” starting at the end of 2010.
- Contributed to development of the project “*Regional Strategy for Research and Development for Innovation for the Western Balkans (RSRDI)*” the implementation of which started in November 2011.
- Established the RCC Task Force on Culture and Society (in the framework of the transition of Ljubljana Process to RCC/ implementation of the second phase of the project), opening the RCC TF Secretariat in Cetinje, Montenegro.
- Development and formulation of the project “*Parliamentary Cooperation in the Western Balkans and Turkey - Support to the Cetinje Parliamentary Forum*”, expected to start in 2012.
- Organisation of the First Regional Training of Education Inspectors, together with the Council of Europe and European Training Foundation.

### 2.3. Communication and media development

#### 1. COMMUNICATION ACTIVITIES

- A total of 1,040 articles, interviews and statements on RCC have been published across the RCC area to the knowledge/available to the RCC Secretariat, with 21 interviews and statements being pre-arranged;

- The RCC Secretariat prepared and distributed/published 40 media advisories and press releases, 18 news items, announced 47 events, and uploaded 160 documents into the RCC website and through a distribution network of 2,500 subscribers;
- The website registered almost 4,000,000 hits, over 1,250,000 page views and close to 100,000 visits, of which some 50% returning visitors;
- New online features were introduced to diversify user-friendly access to the content of the organisation's website. They include enhanced social media function (Twitter), PDA friendly display and new multi-media gallery containing photo, audio and video files. The existing features, enabling subscription to RCC newsletter, news, events, press releases, documents and publications, have also been improved;
- Ten issues of the RCC newsletter were published, with 91 prominent contributors from across the RCC area.

## 2. MEDIA DEVELOPMENT

- Establishment of the European Association of Public Service Media in South East Europe as a non-profit professional body of public broadcasters.
- Signing a Protocol on Regional Cooperation in Education and Training among members of the Association in September 2011, facilitated by the RCC Secretariat.
- In cooperation with the European Commission, the European Broadcasting Union (EBU) and the Association organisation of the seminar "*South East Europe 20 Years On: Transformation from State to Public Broadcasting*".
- With the Central European Initiative (CEI), the Secretariat prepared a project component to stimulate understanding, dialogue, reconciliation and good neighbourly relations in South East Europe through the public service media.

## 3. ACHIEVEMENTS AND IMPACT

The evaluation of the first year of the SWP implementation has a primary objective to assess fulfilment of the set objectives, as well as to estimate wider relevance, impact and sustainability of the activities performed. Based on these findings efficiency and effectiveness of the RCC Secretariat could be estimated. The evaluation provides conclusions and recommendations to assist better implementation of the next phase of the SWP and programming of the RCC's strategy for the next period 2014-2016.

### 3.1. Increased political support

Of particular importance for the implementation of the SWP was cooperation between the SEEC C-i-O (in the first half of 2011 held by Montenegro and in the second half of 2011 until June 2012 held by Serbia) and RCC Secretariat. Four coordination meetings between the SEEC Troika representatives, the RCC Secretariat and the EU were held in 2011. This process increased synergy between RCC Secretariat's activities and those of the SEEC C-i-O, which significantly advanced the practical points of coordination of the two interlinked regional fora, thus empowering the RCC Secretariat's ability to ensure that the pace of SWP implementation resonates with the political perspectives of the SEEC, its individual participating states and the EU.

The consultations with RCC members have had an important impact on the preservation of a politically sound environment, conducive to an efficient implementation of the SWP, which generated an increased political support for the implementation process leading to the results achieved in each priority area covered by the SWP.

### 3.2. Fulfilment of specific objectives

The SWP identified 22 distinct objectives in six main priority areas to be met by the end of 2013. The implementation of these objectives is on-track. Annex 1 provides a more specific assessment of work done so far, with approximate percentage of fulfilment of each specific objective in the first

year of the SWP implementation. According to this evidence, out of 22 objectives, 16 have been accomplished between 30% and 70%, measured against performance and timing planned in the Work Programme. One objective is already fully accomplished, while one has been dropped due to the lack of interest by SEE countries. The remaining 4 objectives have been accomplished between 10% and 25%. The overall trend of implementation is showing progress ahead of schedule.

To achieve these objectives, RCC Secretariat has co-organised 58 regional events (5 at the ministerial level: on JHA, information society, health, investment and in preparatory phase disaster risk reduction) during 2011 that were attended by approximately 4,000 participants. The RCC organised or co-organised almost 1/5 of regional events in or on South East Europe (listed in Annex 3), contributing substantially to the dynamics of regional cooperation and helping to put into focus the real needs of the region. This dynamics also made Sarajevo a hub of regional cooperation with 64 regional events taking place in this town in 2011, building a specific new architecture of regional interconnections.

Several new processes have been launched to guide the activities in the RCC priority areas, heavily influenced by the EU Enlargement Strategy and Europe 2020 strategy, among them “*SEE 2020 strategy*” (part of a new platform for the activities of the South East Europe Investment Committee and the “*Social Agenda 2020 for the Western Balkans*”), “*Regional Strategic Document 2011-2013 and the Action Plan*” on Justice and Home Affairs and related “*Monitoring and Evaluation Mechanism*” for its implementation, and the RCC Task Force on Culture and Society.

Such a volume of activity required mobilisation of supplementary resources. The RCC Secretariat leveraged with EUR 111,000 in its budget for regional events the additional amount of approximately EUR 1,000,000 from the European Commission and other stakeholders for the same purpose. In the Annex 4, an overview of the additional funds raised to contribute to the attainment of RCC’s objectives in the priority areas (projects and programmes performed by different implementing agencies) was presented: EUR 46,314,488.52 in total, most of it contracted or disbursed in 2011. This overview presents projects drafted, incubated with other stakeholders through a comprehensive consultative process, or helped in fundraising and lobbying by the RCC.

However, several specific objectives have had to be postponed, redefined, or cancelled due to lack of interest and commitments of main stakeholders (such as SEEFREC), or due to insufficient resources in 2011 (Regional Expert Network on Energy). In some cases this was due to the unrealistic expectations or insufficient capacities (like CEFTA Academic Network proposed by the RCC).

Areas of intervention and objectives selected have undergone several screening phases before they were included in the SWP and adopted as such. The process of identification and prioritisation of actions included reviews of national strategies, donor plans and actions as well as appraisal of RCC Secretariat’s own availability of human and other resources. Regional initiatives and task forces were consulted, as well as other RCC’s regional and international partners. The process resulted in objectives that were deemed relevant and credible. Having primarily a complementary role to the activities of the existing regional structures, the RCC demonstrated ability to recognise priority needs and gaps and filled them in proactive way, cooperating with relevant partners.

In attempting to bring the priorities of the Europe 2020 Strategy closer to the region, the RCC is helping its SEE members to benefit from the structured dialogue, and, especially, from committing to quantifiable targets in the next stages that would help them focus their reform efforts.

By promoting the complex integrated approach, including inter-sectoral, multi-level and multi-stakeholder dimension, as well as “bottom-up” approach to match the “top-down” one, through strengthening the role and capacity of local authorities, civil society and media, the RCC has got additional room to reach the expected results in its priority areas and to shape an appropriate strategic framework covering the SEE region.

In most of its priority areas, regional consultative and/or monitoring mechanisms have been created, providing additional measurement of progress on the path towards the European and Euro-Atlantic integration of the Western Balkans. The fact that RCC managed to motivate some of the most sensitive security institutions to develop mutually beneficial cooperation is a great success for itself.

### **3.3. Communication strategy**

Since the RCC Secretariat is located in Sarajevo, Bosnia and Herzegovina, with a Liaison Office in Brussels, different approaches have had to be adopted in communicating its objectives and results. The communication has been more extensive and offered more opportunities in places with RCC presence, while in other locations various high-profile events and visits, in conjunction with electronic communication, have been used to convey the messages. In both cases, a proactive approach, as well as continuous availability to meet journalistic and other queries and requests in a timely manner, have been of utmost importance.

The experience in 2011 clearly demonstrated that the RCC Secretariat has become a recognised partner in South East Europe and beyond, which has resulted in an increased demand for RCC Secretariat's involvement in promoting freedom of media and forging of partnerships with distinguished organisations active in the media field in the region, Europe and the world.

### **3.4. Reorganisation of the Secretariat**

The RCC Secretariat was partly reorganised in 2011, with the main aim to achieve maximum possible effectiveness in the realization of envisaged activities, in particular related to the implementation of the SWP, as well as rationalisation in spending the significantly reduced financial resources. The new structure entailing a reduction of four posts made substantial savings in the RCC Budget for 2011 (approximately EUR 200,000) and ensured that a greater organisational emphasis remains on the implementation process of the SWP.

In spite of a decreased ability of the organization to accurately forecast the financial framework committed by the RCC Board members in the course of 2011, due to delayed financial contributions towards the end of the year, or in two cases still pending, the implementation of the SWP in 2011 resulted with noteworthy achievements, which have also contributed to RCC's mission of supporting the European and Euro-Atlantic integration of the aspiring countries of SEE.

## **4. ANALYSIS OF STRENGTHS AND WEAKNESSES**

### *SWP helping regional cooperation*

The very implementation of the SWP significantly helped regional cooperation development because: it was endorsed by the SEECP Heads of State and Government, giving more leverage to the RCC Secretariat's work, especially in relation to sensitive issues; provided a more coordinated approach, addressing the entire complexity of regional cooperation challenges in an inter-connected manner; and helped identify the horizontally connected issues and better plan the activities in the wider context of regional cooperation.

### *Importance of institutional consultations*

An important lesson learned is that regional cooperation is not something that could be defined as 'self-existent', but rather as a sum of readiness, and mutually acceptable commitments and interests, mostly national ones. Therefore, continuous institutional consultations have been used as the instrument in reaching consensus, building upon different national interests, and finding the common denominator. This was especially so in the phase of initiating activities and finding solutions for issues of disagreement.

### *Participation*

Relevance and effectiveness of the SWP are to be measured to the extent of acceptance, involvement and mutual benefits achieved by SEE countries participating in each activity. From this

perspective, the fact of having a substantial majority of the SEE countries taking part and directly financing their participation is a proof of the relevance of each activity and a guarantee for its sustainability.

#### *Alignment with the EU*

While staying on course charted by its SWP, the RCC Secretariat has still been very responsive to the changing needs of its members and partners. The Enlargement Strategy has remained at the centre of RCC's activities, as evidenced by a number of actions, most notably in the area of furthering Europe 2020 strategy in the region and advancing reforms in JHA area. Thus, aligning the region more closely with the EU was also one of the main impacts of RCC's work in the first year of the SWP implementation, alongside with increased ownership of regional cooperation.

#### *Expectations*

Concrete expectations regarding the RCC role have been identified by the regional initiatives/taskforces: political support; facilitation of networking with other regional initiatives and task forces and international partners; support in fundraising; awareness building and greater visibility; and only marginally technical assistance.

#### *More inter-sectoral and multi-stakeholder approach*

It is the common understanding that appropriate implementation of the SWP primarily needs more civil society and private sector involvement. There is a need for more inter-sectoral cooperation, inclusion of local authorities and civil society as the major implementers of the bottom-up approach inevitably necessary for complementing so far predominantly exercised top-down approach. A multi-stakeholder involvement is needed to ensure balanced representation of different interests and consensus based development. Despite RCC endeavours to this end, there is still room for expanding civil society participation, which, however, needs stronger financial support.

#### *Coherence*

Although a wider scope of stakeholders has been involved, the first year of the SWP implementation contributed to the increased coherence and complementarities of fundamental regional processes, mechanisms and networks; harmonised different strategic approaches; and strengthened cross-border and inter-institutional trust and cooperation in most of the priority areas.

#### *Focus*

RCC's areas of intervention, although considerably reduced in the SWP, might still be too broad. This represents a risk that planned activities will not be achieved in all areas jeopardizing sustainability of intervention. Thus, the RCC Secretariat needs to focus its activities and base them around several core initiatives that make its work even more coherent and sustainable. It is important to notice that this shift is already happening and it is becoming evident that the fragmented projects and activities are giving way to more structured, longer-term processes.

#### *Communication*

Notwithstanding the generally positive assessment, communication would benefit from a stronger perception of it as a strategic activity. In 2011, the RCC Secretariat's approach more often than not considered communication as a technical issue. The experience has clearly demonstrated that where communication has been approached in a strategic manner, as part of policy planning, the information on the RCC work has reached larger number of stakeholders and has had a more significant impact, in comparison to the approach to communication as an afterthought or a technical and fragmented affair.

While the demand for communication activities and visibility of the RCC has constantly grown, the resources for implementing those activities have been reduced, currently amounting to some 3% of the Secretariat's budget. For this reason, a certain reduction in the newsletter frequency has also been necessary, to preserve a high-quality output.

### *Expertise*

The RCC has developed notable analytical capacities and expertise and it would be worth exploring in what way these might be put to further benefit of the region and main international partners.

### *Additional resources needed*

The SWP has been adopted prior to pledging of budget support for the corresponding 3 year period. During 2011, some RCC members did not fulfill their financial contributions, or due to the austerity measures reduced their contribution to RCC. Therefore, in the first year of its implementation, RCC needed to mobilize additional resources to implement the SWP activities beyond those granted to specific programmes (“Ljubljana Process” or SEEIC).

### *RCC administrative and organisational capacity*

The RCC organisational and administrative structures currently in place have proven to be robust and have coped well with the level of operation seen during the first year of implementation. The CEI-led project “*Improving Cooperation in South-East Europe by Actions for Strengthening the Regional Cooperation Council*” will also be a valuable tool to support the implementation of ongoing SWP as well as to contribute to profiling the RCC role beyond 2013.

### *Main obstacles*

Fragmentation, lack of coordination, insufficient institutional capacity and uneven development of different areas of cooperation were the main obstacles which have been gradually overcome at regional level. Although regional cooperation structures are more or less known to the central authorities, only few of them actually know how to resort to tools that are available.

Furthermore, during the previous period, as a main challenge in some areas, for example in infrastructure development, RCC encountered lack of willingness and cooperation of national authorities at the regional level, despite the fact that all the countries in the region identified infrastructure development as a priority in their strategies, and requested support through the MB IPA.

### *Indicators*

The first results, after one year of implementation, indicate that the objectives selected have been the right ones and fit with the region’s needs and RCC’s own capacities. However, even though it can cautiously be concluded that the areas of intervention seem to be the right ones, the implementation could benefit from more measurable and specific indicators to assess work and monitor outputs and impact of RCC’s work. The current SWP constitutes a considerable improvement in that respect, but further refinements in terms of indicators will be needed going forward. The Europe 2020 strategy and its regional SEE variant, as well as JHA RSD Monitoring Mechanism constitute a shift in that direction. They will enable development of specific and quantifiable indicators for RCC’s work.

### *Internal operational coordination*

The RCC Secretariat should further improve its internal operational coordination in order to increase the efficiency of its work, particularly in the implementation of the SWP. In this way, the RCC would increase its capacity to strengthen cooperation and coordination between different regional cooperation frameworks and players.

## **5. RECOMMENDATIONS**

### *Political commitment*

During the first year of implementation of the SWP, RCC Secretariat has planned and executed activities which have proved to be the right choice measured by the willingness of the SEE countries to participate and benefit from them. Constant political commitment, combined with better understanding of the main issues within the region, needs to be reached among the different regional actors, SEE administrations and regional establishments.

### *Consolidation of cooperation mechanisms*

Increased cooperation and consultation of the RCC with relevant national authorities and other stakeholders are very important for updating the regional priority needs. In the following two years of implementation of SWP, the focus should be given to consolidation of cooperation mechanisms in the RCC priority areas and linking them with the higher political commitment at national and regional level.

### *Stronger alignment with enlargement agenda*

Regular contacts and consultations with the DG Enlargement and other DGs related to the SWP implementation should continue in order to precisely identify the impact of RCC's closer affiliation with the horizontal enlargement agenda and to contribute to the reflection of RCC activities in the annual Enlargement Strategy. Cooperation with the EEAS and the Presidency of the Council of EU should also be intensified in order to have the RCC views on regional cooperation in Council conclusions taken more fully into account. This alignment becomes critically important in the light of the EU enlargement dynamic in the immediate future, as imbalances, prolonged status quo and political and social frustrations may come to a fore, with highly risky consequences against the backdrop of current and foreseeable political situation in the region.

### *Longer-term view*

The stronger focus on the EU Enlargement Strategy and Europe 2020 strategy is providing RCC with the opportunity to take a longer-term view, align its activities with broader strategies and quantify its work. Activities that were previously based on relationships with different regional structures are now being transformed into coherent flagship initiatives that involve other partners, as needed, rather than being driven by these partners and their interests. This is proving to be instrumental in the streamlining process as it provides a clearer picture in terms of selecting the right partnerships, based on compatibility of priorities and capacity.

### *Involvement of national policy makers*

To support this transition further, RCC Secretariat will need to structure the on-going regional dialogue and increase its quality even further, securing that regionally agreed issues are taken up at the national level and implemented by national policy makers. This is already being done in several areas where national policy makers are committing to quantifiable reform targets (such as e-SEE Agenda Plus, SEEIC, JHA RSD etc.); however, it will be necessary to strengthen this aspect further. One possible way of doing this is to associate the RCC Secretariat and the work it does even further with the Multi-beneficiary IPA, providing a strong impetus from countries to follow through on their commitments. Moreover, the RCC Secretariat would be well positioned to help formulate and channel the needs of the region towards the European Commission, thus forming the feedback loop between Brussels and the region's capitals.

### *Improving management mechanisms*

Additional project management mechanisms and tools will need to be put in place as well, so as to be able to track, record, monitor and manage an increasing number of activities and maintain a sufficient level of quality control in delivery.

### *Stronger platform for reaching out stakeholders*

There is a need for the RCC to develop a stronger platform for reaching out to its stakeholders. In view of the above: communication should always be part of strategic and policy planning; RCC's shift from individual activities to programme-based processes, enhancing strategic approach, should be followed, with the communication content and tools reflecting the shift; internal communication should be strengthened, promoting staff cohesion and implying communications skills upgrade on a regular basis; communication staffing capacities need to be strengthened.

## 6. RCC BEYOND 2013

The evaluation of the first year of implementation of the SWP shows that the results achieved so far, the general political and economic context, as well as a clear vision will to a large extent shape the strategic orientation of the RCC for the period beyond 2013. It should be followed by proposal of an appropriate pattern of coherently structured political, operational and financial aspects of its work in correlation with the possible changes within the SEECP.

### *Vision building process*

The vision building process, identifying priorities of future regional cooperation, will be launched through comprehensive and transparent consultations with all relevant stakeholders in the region, in particular the national authorities, regional initiatives and task forces and main donors, primarily the European Commission.

### *From regional ownership to regional responsibility*

There is a need for the regional cooperation to move from the level of regional ownership to the level of greater regional responsibility. Such a step would in itself add to a greater stability and predictability of political relations in the region. This notion would inevitably be part of the elaboration on the future structure of the SEECP.

### *Upgraded relationship with SEECP*

RCC relations with the SEECP must be strengthened – the issue is partly solved by the establishment of the regular coordination meetings (SEECP Troika, RCC, and EU), although a stronger and more concrete content will be needed for this format to ensure better results. There are already evident calls for a change to be considered regarding the modalities of work of the RCC Board.

### *More direct role in the EU Enlargement process*

There is a number of accession related issues that have regional dimension and where the RCC could play an assisting, practical role (enhancing reforms, preparations for the negotiations etc) implying a more direct and concrete role of the RCC within the EU enlargement process in the Western Balkans. The RCC needs to be given a stronger leverage from the EU institutions in terms of being recognized, promoted and supported as a key instrument for introducing and implementing a regional approach to economic recovery and development.

### *Keeping on fundamental principles of regional cooperation*

The RCC role beyond 2013 should reflect appropriately the acknowledgment of the SEE countries that regional cooperation, as one of the key requirements in the process of integration into the EU, has to continue and expand to the benefit of all the peoples of the region. RCC must remain an all-inclusive and status neutral platform for cooperation in SEE given the complex environment and a number of conflicting/opposing views among its members from the region.

### *Pattern of change*

Based on the achievements and lessons learned since its establishment, the RCC should evolve to a new stage, as the region needs a more coherent and consolidated cooperation based on a genuine ownership and leadership by the RCC members from SEE.

The process of evaluation and thinking about modalities of future course of action regarding the cooperation in SEE has already been initiated within the SEECP and the outcome of this debate would influence the *modus operandi*, mandate and other aspects of the RCC work beyond 2013. In course of this debate the RCC will promote areas where need for stronger and more coherent cooperation in SEE is identified by all concerned and interested RCC members from SEE (economic and social development, infrastructure and transport, enhanced political dialogue, financial cooperation, JHA, culture, education, cooperation in the security area, environment, youth, media development, parliamentary cooperation etc). The RCC would also benefit from an innovated

SEECF pattern and would advocate for a more focused, thematic and concrete mode of operation ensuring commitment in addressing the issues of crucial importance for the region at the SEECF high level meetings and implementation of related decisions.

At the same time, as the EU accession process remains a priority for the region, the RCC aims to preserve and enhance its role within the enlargement agenda strengthening its regional dimensions. It would be beneficial for the EU enlargement countries and for the broader region to have the RCC as a key platform for well targeted assistance, knowledge-sharing, pre-negotiations preparations, and other forms of support in speeding up institutional and functional integration into the EU.

The RCC needs to be further moved ahead, by political commitment from its members from the region and by further alignment with the EU and international partners, thus confirming and enhancing its role as a main platform for guiding and monitoring regional cooperation in South East Europe.

After 2013, the RCC should preserve its mandate for the overall cooperation in SEE as the operational arm of the SEECF, whilst further developing and deepening its role and alignment with the EU enlargement process. In addition to these two components, third pillar of the future RCC mandate should be provided by granting the RCC pivotal role in enhancing regional economic and social development.

Such an integrated approach - supported by a comprehensive and consolidated political cooperation in the region after the debate on the SEECF reform - would grant a genuine and durable regional partnership for stability and development.

**Annexes:**

- Tabular presentation of objectives, activities and achieved results according to the template of the RCC Strategy and Work Programme 2011-2013.
- Background paper with detailed contributions of all RCC Secretariat's units.
- List of events organized or co-organized by the RCC (with financial implications – from the RCC Budget and other donor contributions) as part of wider regional dynamics.
- List of projects and programmes launched or supported by the RCC with financial effect.
- List of abbreviations.

**Sources of information**

- Planning and programming documentation (RCC Strategy and Work Programme 2011-2013, RCC Secretariat's Communication Strategy; SEECF documents in 2011; MB IPA Project fiche on support to the RCC; Financing Agreements);
- Reporting documents to the RCC Board, EC, and SEECF in the period January-December 2011;
- Programmes and projects developed by the RCC or with its support;
- Events organized by the RCC in the wider context of regional activities in general;
- Overview of involvement of other RI&TFs and CSO networks in the RCC activities;
- Participation of the RCC in regional activities organized by other players;
- Evidence of wider consultative process on RCC activities;
- Available publications, surveys and reviews by and about RCC;
- Interviews and other survey methods;
- Any other source of information considered to be relevant.

**ANNEX 1**

**Work Programme Per Priority Area -  
Descriptive and Quantified Implementation Assessment**

No	DESCRIPTION	EXPECTED RESULTS	TIME FRAME	STATUS	PROGRESS	DESCRIPTION OF PROGRESS
<b>ECONOMIC AND SOCIAL DEVELOPMENT</b>						
<b>1. Transfer and management of the SEEIC</b>						
1.1	Take over responsibility and ensure SEE Investment Committee (SEEIC) is fully operational: complete handover of SEEIC; cooperate with regional partners in setting the agenda and organising the meetings of the SEEIC and its working groups in Sarajevo; solicit policy analysis and research on investment and business climate improvement in cooperation with other partners and stakeholders	Regionally-run SEEIC, operating smoothly as a consolidated regional platform for investment policy reform and a focal point and a catalyst for enhancement of the investment climate and related reforms	SEEIC transfer completed by December 2011; thereafter, regular annual plenary meetings and meetings of working groups (approximately 2 meetings per each working group per year)	In progress	50%	Transfer completed with a renewed mandate for SEEIC (Europe 2020 implementation and regional value chains) and financing secured. First SEEIC meetings to be held during 2012.
<b>2. Identifying ways and means for improving access to finance for private sector</b>						
2.1	Secure funding for, and help initiate studies to determine the opportunity and feasibility of establishing regionally-owned development finance vehicles	Determine feasibility and build consensus with respect to regionally-owned financial vehicles	Stakeholder meetings to be held during 2011; follow-up activities during 2012-13	Redefined	0%	RCC will work to support the Enterprise Development and Innovation Facility rolled out through WBIF that will address this objective
2.2	Contribute to the establishment of business angel networks and/or other regional early-stage financing mechanisms through links with local/regional/European venture capital (VC), private equity (PE) and "business angels" players and associations	Define avenues for further diversification and facilitation of private sector financing through: (i) Increased availability of early-stage finance;	Stakeholder meetings on early-stage financing to be held during 2011; follow-up activities during 2012-13	Redefined	0%	RCC will work to support the Enterprise Development and Innovation Facility rolled out through WBIF that will address this objective
2.3	Identify and address the gaps for further capital markets integration, in cooperation with national administrations, stock exchanges, regulators and other market institutions; possible avenues include convergence of accounting standards, comparable corporate governance practices, harmonisation of trading, introduction of regional indices, etc.	(ii) Closer cooperation of capital markets and a single pool of liquidity available to regional operators; (iii) Facilitation of foreign direct and portfolio investment.	Stakeholder meetings on capital markets to be held during 2011; follow-up activities during 2012-13	In progress	50%	Stakeholder meetings held with the securities market regulators and stock exchanges; RCC facilitated drafting of a common regional platform for securities regulators which was adopted in December 2011; a similar platform drafted for the stock exchanges.
<b>3. Mainstreaming employment and social agenda into economic reform deliberations</b>						
3.1	Assist in reviving the activities of the Employment and Social Policy Network: ensure it meets on regular basis, support the establishment of a permanent secretariat, facilitate development of possible regional projects	Improved labour market outcomes and developed policies geared towards building flexibility and security in labour markets; common approach in developing labour and employment policies in line with the <i>acquis</i>	Programming and, possible establishment of secretariat 2010-11; Possible ministerial conference 2011; Network fully and independently functional by 2013	Redefined	33%	Given the difficulties in reviving the Employment and Social Policy Network, the RCC has instituted a Social Agenda 2020 process to help the SEE countries align their social priorities better with the Europe 2020 strategy
3.2	Contribute to the establishment of a regional consultative assembly composed of social partners and civil society	Establish a sustainable dialogue of social partners and civil society in economic policy-making at the regional level	Discussions on social partners' consultative assembly in 2010-11; further steps 2011-13	In progress	33%	Social Agenda 2020 process to help the SEE countries align their social priorities better with the Europe 2020 strategy
3.3	Organise regional awareness-building events to support the implementation of EU <i>acquis</i> in the area of social cohesion			In progress	33%	SEE Social Week held during November 2011 helped raise awareness on EU <i>acquis</i> implementation in the area of social cohesion
<b>4. Promoting the Information Society</b>						
4.1	Build renewed political support for the eSEE process and contribute to updating the eSEE Agenda Plus to reflect current realities as some of the agreed deadlines have not been met; refocus it on a smaller set of more realistic objectives that could have a deeper impact on the region.	Enhanced ICT adoption in public and private sector and improved regional coordination and exchange of good practice in ICT	Regular meetings of the eSEE initiative 2010-2013; Ministerial Conference on Information Society in SEE during 2010	In progress	33%	Regular meetings of the eSEE held during 2011, a new eSEE Agenda Plus prepared and adopted at a Ministerial conference during November 2011

<b>4.2</b>	Establish a network of regional ICT research institutions and explore ways of building their capacities and closer linkages with the private sector		Network to be established in 2011; fully functional 2012-13; Redefined Regional innovation platform and regional clusters established by 2013		0%	This objective will be redefined to better reflect the recommendations of the Regional R&D Strategy for Innovation and the Regional Competitiveness Initiative project; to be incorporated into the RCI 2, currently being prepared, and planned for roll-out during 2012
<b>Outlier: Explore possibilities to assist the work of CEFTA</b>						Further aligning the CEFTA and SEEIC activities through joint activities on regional value chains and co-hosting events (such as the next investment Ministerial in 2012)
<i>a</i>	Contribute to possible establishment and operation of a Regional Academic Network on Trade	Strengthen regional capacities for research and analysis in trade to contribute to better understanding of current trends and support policy-making processes	Regional academic network for CEFTA to be established and become fully operational in 2011	Cancelled	0%	After reviewing the feasibility with the partners, the activity was cancelled
<i>b</i>			Advocacy for the quick implementation of SAP+ started in 2009; to continue until full implementation	Delayed	0%	

**ENERGY AND INFRASTRUCTURE**

No	DESCRIPTION	EXPECTED RESULTS	TIME FRAME	STATUS	PROGRESS	DESCRIPTION OF PROGRESS
<b>1. Continue implementation of Sustainable Energy Development Regional Initiative (SEDRI)</b>						
<b>1.1</b>	Offer administrative support for the further development of the initiative and its implementation; Consider the replication of SEDRI to other infrastructure subsectors.	Small-scale sustainable energy facilities constructed in interested members from SEE (beneficiaries) providing economic, environmental, energy and social benefits and promoting possibilities for private sector involvement; Raised awareness of policy and decision-makers to support sustainable energy development and speed up decision-making process; Upgrade of legislative, institutional and regulatory frameworks what would be conducive to the development of sustainable regional energy sector; Improved cooperation, exchange of experience and networking and fostered synergy of activities with other international organisations and initiatives (EnC, UNECE EE21 Project, Regional Expert Network on Energy, NALAS etc.) as well as with and between beneficiaries; More media engagement to raise awareness of general public; Replication to other infrastructure subsectors.	SEDRI Task Force to be established in 2010; SEDRI TF meetings and related implementation activities with RCC administrative support 2010-2013 and afterwards	In progress	40%	SEDRI TF established and operational. Project proposals submitted by 7 out of 10 SEDRI participating countries were analysed, commented and improved and an initial project inventory consisting of ten project proposals created. SEDRI TF preparatory meeting and the 2nd SEDRI TF meeting were realized. SEDRI is recognized as an example of project within the Action Plan of the EU SDR. Support from EBRD and some IPF COs provided. Presenting the initiative at different events throughout the region the RCC significantly contributed to reaching the expected results; Expected positive outcomes of the SEDRI at a later stage would offer the ground for considering the initiative replication to other infrastructure subsectors.
<b>2. Explore potential for cooperation with the Energy Community Secretariat (ECS)</b>						
<b>2.1</b>	Liaise with ECS to identify gaps where RCC could contribute. Possible areas: Co-organising and hosting workshops and discussions; facilitate discussions with regional and local authorities and experts; promoting good practices;	Improved regional cooperation in areas not or insufficiently covered by ECS, including possibly increased role and capacity of regional and local authorities and civil society in addressing Energy Community issues	Identifying potential for cooperation -2010; Support to the ECS, where necessary 2011-2013 and afterwards	To redefine	25%	The RCC was a factor to improving regional energy cooperation by identifying gaps and needs; coorganizing or supporting organization and realization of relevant energy events contributing to promoting best practices, increased involvement of local authorities, civil society, scientific community and business sector. With ensuring closer cooperation with ECS, implementation of this priority would progress better.

### 3. Contribute to preparation and implementation of the Danube Region Strategy

<p><b>3.1</b> Participate in relevant Danube Region Strategy meetings, bringing a regional SEE perspective. Ensure the participation of local authorities and civil society. Co-organise and host workshops and discussions to that end. Support media in raising public awareness on the Danube potentials, its role and increasing challenges;</p>	<p>Danube Region Strategy fully reflecting regional SEE perspective; Increased role and capacity of civil society and local authorities in addressing Danube issues; Raised public awareness on the Danube potentials, its role and increasing challenges; Increased media effectiveness in raising awareness;</p>	<p>Preparatory activities in 2010; RCC support to Danube Region Strategy implementation 2011-2013 and afterwards; Mapping, communication and consultations with CSOs, ALAs and media in 2010; workshops and discussions in 2011-2012; meetings and project proposals preparation 2012-2013 and afterwards; Regional expert network on energy initiated 2009; preparatory phase 2010; network operational 2011-2013; network self-sustainable 2014</p>	<p>In progress</p>		<p>RCC participated in DRS events bringing the perspective of the wider region, mobilized and ensured participation of local authorities and civil society primarily by co-organizing and hosting relevant workshops and discussions, supported media in raising public awareness on Danube potentials, its role and increasing challenges including global ones as well as establishment of Danube Media Network. It also cooperated with and assisted to institutions relevant for DRS implementation (ISRBC, ICPDR, SECI, etc.). RCC continued to contribute to raising awareness on the need for developing efficient trans-boundary water cooperation and sustained political support for long-term cooperation in this area. RCC was promoting integrated approach in planning the infrastructure development and establishing or strengthening links between relevant regional infrastructure cooperation structures. It also initiated mapping of relevant activities, increased cooperation between major stakeholders and promoted more focus on CC adaptation in the region. Meeting of the Regional Expert Network on Energy did not take place during 2011 due to budget limitations.</p>
<b>35%</b>					

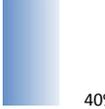
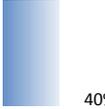
### 4. Explore the potential for further development of air services within the region

<p><b>4.1</b> Liaise with regional authorities and EC in order to prepare a feasibility study on further development of air services within the region.</p>	<p>More and better air services within the region (passenger and freight) based on full application and better use of market access provided for in the ECAA Agreement; Facilitate discussions of the EC with regional authorities and experts in particular with regard to the ISIS (implementation of the SES in SEE) project.</p>	<p>Launching the ToR in 2010; FS to be completed in 2012; possible follow up activities based on FS with RCC administrative support in 2012</p>	<p>In progress</p>		<p>RCC in cooperation with interested regional stakeholders prepared a project proposal for the Study on the development of air traffic links in SEE. Discussions with the EC (DG MOVE, DG Enlarg) will be intensified to explore the possibility to prepare integrated Study together with the ISIS Secretariat in order to join resources and avoid overlaps. RCC actively participated in the ISIS Governing Body supporting national authorities to implement Single European Sky acquis.</p>
<b>35%</b>					

### 5. Contribute to promotion of road safety

<p><b>5.1</b> Ensure follow-up to April 2010 Conference on Road Infrastructure Safety Management. Explore possibilities (jointly with UNECE) to organise in 2011 a ministerial conference to provide high-level multisectoral policy platform;</p>	<p>Facilitated implementation of safety rules and standards; Raise public awareness on critical road safety issues; Hold discussions with responsible authorities, EC and road safety experts; identify gaps and propose actions to overcome such gaps; promote good practices; Reduced number of road fatalities and injuries; Improved road users behaviour; Increased media efficiency in raising public awareness; Facilitated transfer of best practice and experience; More efficient dissemination of findings of road-safety research projects;</p>	<p>2011-2013: Follow-up to April 2010 Conference on Road Infrastructure Safety Management</p>	<p>In progress</p>		<p>Together with relevant authorities and road safety experts, RCC ensured the follow-up to April 2010 Conference by organizing the Conference on Road Infrastructure Safety Management in April 2011 with aim to support national administration to implement road safety directives. Furthermore, it resulted with the initiative to establish Road Safety Training Centre. Further efforts will be focused towards fulfilling conditions on its establishment. Due to the budgetary constrains a ministerial conference planned to be organized with UNECE was cancelled.</p>
<b>40%</b>					

**JUSTICE AND HOME AFFAIRS**

No	DESCRIPTION	EXPECTED RESULTS	TIME FRAME	STATUS	PROGRESS	DESCRIPTION OF PROGRESS
<b>1. Coordinate drafting and adoption of Regional Strategy and Action Plan on Justice and Home Affairs, and monitoring of its implementation</b>						
1.1	Work with relevant stakeholders to prepare a Strategic JHA Regional document, which will direct co-operation and co-ordination in next three years. The strategy and action plan will include : a plan for a system for monitoring and evaluating regional co-operation with benchmarks and indicators; a chart of regional actions, initiatives-institutions and programmes, mapping existing technical assistance activities and identifying lessons learned, gaps and overlapping.	A sustainable, coherent, transparent and coordinated regional strategy and coordination which will provide guidance for monitoring regional progress, circulating and assessing information, facilitating cooperation among regional actors and donor's coordination and raising the visibility of regional organisation	2 meetings of the Steering Group for Regional Strategy for 2010 Conference for adoption of the Strategy at the end of 2010	Accomplished		Regional Strategic Document and the Action Plan for its implementation, 2011-2013 were drafted by the RCC and SGRS during 2010 and endorsed by SEEC Ministers of Justice and Home Affairs on 18 March in Budva
1.2	Explore institutional, financial and legal means to confer regional ownership to the PCC-SEE Secretariat			In progress		Regional ownership strengthened. PCC-SEE Secretariat became an active partner in the strategy implementation. MoU envisaged.
1.3	Coordinate the monitoring and implementation of the Strategy		Monitoring and reporting on Strategy implementation with RCC administrative support 2011-2013	In progress		Under RCC coordination the Steering Group on the implementation of the Regional Strategy elaborated and adopted in December 2011 the Monitoring and Evaluation Mechanism. First M&E Report planned for July 2012
<b>2. Strengthen judicial and prosecutorial cooperation in criminal matters</b>						
2.1	Establish a working group to study prerequisites for closer cooperation on police operations, police and prosecution services in criminal investigations, sharing of information on issues affecting the police, prosecution and court services	Balance discrepancy in cooperation between police, prosecutors and judiciary	Initiate consultations in 2010; proceed 2011 – 2013 with RCC administrative support; finalise in 2013	In progress		A two level regional mechanism has been established: at high level, the <i>Regional Conference of the Supreme Court Presidents and Chief Prosecutors</i> and an <i>expert level group</i> on regional instrument for mutual legal assistance in criminal matters, the so called "Regional Arrest Warrant"
2.2	Organise regional meetings of the SEE Ministries of Justice, General Prosecutors and Judicial Councils. Improve cooperation between SEEPAG and the Western Balkans Prosecutors' Network.	Improved judiciary and prosecutorial cooperation in fighting organised crime and dangerous forms of criminality	1 <sup>st</sup> Prosecutors' General Regional Meeting and decisions adopted in 2010 1 <sup>st</sup> Judicial Councils Regional Meeting and decisions adopted in 2011 Proceeding 2011 – 2013 with RCC administrative support	In progress		Regional Conference of the Supreme Court Presidents and Chief Prosecutors 6-7 October 2011 Judicial councils Meeting postponed for 2012 RCC become member of the Steering Committee of the EC Project Strengthening the Prosecutors' Network
<b>3. Support existing initiatives in the area of fight against corruption</b>						
3.1	Support RAI in assessing regional anticorruption field, identifying gaps and needs of anticorruption agencies and ensuring coordination with other operative bodies/networks.	Improved and extended functioning of RAI, resulting in more regionally coordinated and efficient fight against corruption	1 <sup>st</sup> RCC- RAI meeting on specialised agencies and decisions adopted 2011	In progress		Under the Montenegrin Chairmanship-in-Office of the SEEC, RCC and RAI established the periodic Meeting of the Directors of National Institutions and Agencies for Combating Corruption and Organised Crime of the SEEC
3.2	Support RAI in assisting SEE countries in the implementation of GRECO recommendations, expanding RAI's capacity on money laundering and economic crime, and enhancing cooperation with other actors (e.g. GRECO, OLAF, MONEYVAL, FATF)		Proceeding 2011 – 2013 with RCC administrative support	In progress		Establishment of the Integrity Experts Network (IEN) responsible for conflict of interest prevention and assets declaration. 4 meetings in 2011
<b>4. Support MARRI in strengthening its capacity</b>						

<b>4.1</b>	Support MARRI in organising operational meetings and cooperation activities on illegal migration and in organising periodic meetings of the Heads of Consular Sections of the SEECP countries	Improved and extended functioning of MARRI, resulting in more regionally coordinated and efficient management of migration issues	Initiate in 2010 First meetings in 2011 Proceeding 2011 – 2013 with RCC administrative support	In progress		RCC Secretariat, MARRI and SEECP co-organized the activities of the SEECP Heads of Consular Services Network. Establishment of the Regional Network of the border police crossing points from the international airports MARRI participation as IOM partner in the implementation of an EC project "Migration for Development in the Western Balkans" financed under IPA MB Program,
<b>5. Initiate regional cooperation in private and civil law matters and in protection of fundamental rights</b>						
<b>5.1</b>	Establish a network of mutual legal assistance contact points in civil law matters.			In progress		Establishment, in cooperation with the SEECP Chairmanship-in-Office, of the regional expert team on cooperation in civil and commercial matters
<b>5.2</b>	Co-organize and host conferences, workshops and discussions, identify gaps and propose actions to overcome gaps in the area of co-operation in civil matters	Cooperation in civil law matters which are not yet covered by regional partners. Raised awareness of public authorities in their obligation to ensure free movement of persons, goods, services and capital. Improved mutual legal assistance in civil matters	Initiate consultation in 2010	In progress		SGRS meetings, the establishment of the South East European Law School Network (SEELS), partnership with International Association of Refugees Law Judges, the Association of European Administrative Judges and GIZ.
<b>5.3</b>	Support media and civil society in raising public awareness on cooperation in civil law matters			In progress		Establishment of the Marshall Center Alumni Association for Southeast European Security – MCAASEES
<b>5.4</b>	Exchange information and share best practices at the regional level regarding the protection of fundamental rights within the agreed RCC priority areas	Strengthened protection of fundamental rights, minorities and vulnerable groups. Citizens become aware of their rights and benefit from judicial protection of free movement of persons, goods, services and capital	Proceeding 2010 – 2013 with RCC administrative support	In progress		Establishment in cooperation with RACVIAC of the working group on the protection of fundamental rights within justice and security cooperation areas.

<b>SECURITY COOPERATION</b>						
No	DESCRIPTION	EXPECTED RESULTS	TIME FRAME	STATUS	PROGRESS	DESCRIPTION OF PROGRESS
<b>1. Facilitate and support development of regional mechanisms in the area of security</b>						
<b>1.1</b>	The RCC will continue to facilitate and support the development of the SEE Defence Policy Directors Forum		Meetings to take place once/twice a year with RCC administrative support 2011 – 2013	In progress		First meeting took place in Sofia in 2009. Second meeting planned for 2012.
<b>1.2</b>	SEE National Authorities Information Security Forum		First meetings in 2011. Proceeding in 2012-2013 with administrative support of the RCC	In progress		Process established to be stabilised.
<b>1.3</b>	SEE Defence Intelligence Chiefs Forum (with support of the EUMS Intelligence Directorate, within the General Secretariat of the Council of the EU)	Sustainable, integrated and transparent regionally owned cooperation mechanisms between relevant governmental instances for security cooperation	First meetings in 2009-2010. Proceeding in 2011-2013 with administrative support of the RCC	In progress		Process established and stabilised.
<b>1.4</b>	SEE Counter-Intelligence Chiefs Forum		First meetings to take place in 2012	In progress		Initial phase of preparatory work finalized, partner identified, co-organizer identified.
<b>1.5</b>	Regional Forum on Civilian Experts Capacity Building in the security sector			Preparatory		Process in preparatory phase.
<b>1.6</b>	The RCC will initiate two Working Groups comprised of experts from SEE MoD-GS to discuss Peace Support Operations (PSO) and Security Sector reforms (SSR) respectively	Exchange of experience at regional level on PSO and SSR		Accomplished		Implemented through SEEC, A5 and PSOT Sarajevo
<b>1.7</b>	Build operational links between Regional Initiatives and Organisations (RI&O) in the security and defence cooperation sector	Preserve and streamline the effective RI&TFs which prove their capability to deliver tangible results in Security are		Ongoing		Initiated in 2008. Overview of RI and TF submitted in 2010. Continuous process

<b>1.8</b>	SEE Regional mapping and establishing a Registry of NGOs working on security and defence issues; Secure inclusion and participation of Civil Society organisations across the region in security and defence cooperation activities	Sustainable, integrated and transparent regionally owned cooperation mechanisms between relevant governmental instances for security cooperation - civilian expert capacity building	Project under development by a consortium of NGO's in SEE in 2010. Project implementation to begin in 2011. First regional meeting of NGO's in the security and defence area in 2012	Implemented		100%	Project implemented by the NGO - Belgrade Centre for Security Policy
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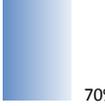
## 2. Continue work toward establishment of regional structures for disaster reduction

<b>2.1</b>	Facilitate the establishment of sustainable, integrated and transparent regionally-owned cooperation mechanisms between government establishments relevant for Fire Fighting in cooperation with relevant actors and the alignment of regional mechanisms with the EU Civil Protection Mechanism. Harmonise regional and national structures with EU Civil Protection Mechanism in view of full participation in the Mechanism, once the conditions are met.	SEE Fire fighting Regional Centre network (SEEFREC) established	ToR on fire vulnerability to be developed in 2010-2011, second meeting in 2011. Establishment of Regional Centres in 2010; Network link in 2013.	Put on hold		0%	First meeting organized in 2010 with only 5 countries taking part in it. No interest in the project declared. Due to lack of interest by SEE countries CP and FF institutions initiative dropped.
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## 3. Assist in the implementation of the World Bank project on the South East and Central European Catastrophe Risk Insurance Facility (SECE CRIF)

<b>3.1</b>	Provide political support to the World Bank for the development of the SECE-CRIF project. Participate in Facility as member of the Board. Contribute to SEE regional approach and inclusiveness of the project. Provide administrative and secretarial support to regional fora in the process of being established.	Successful development of the activities South East and Central European Catastrophe Risk Insurance Facility (SECE CRIF), in order to increase the abilities of the governments of the region reduce their fiscal liability for natural disasters.	Register Company 2010; WB Loans – 2010 – 2013; Implementation 2013	Necessary assistance required has been accomplished		100%	Company registered; three SEE countries members; Project implemented by the World Bank without the request for further RCC support
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## BUILDING HUMAN CAPITAL AND CROSS CUTTING ISSUES

No	DESCRIPTION	EXPECTED RESULTS	TIME FRAME	STATUS	PROGRESS	DESCRIPTION OF PROGRESS	
<b>1. Taking over coordination of Ljubljana process</b>							
<b>1.1</b>	Set up a new and transitional operational framework for the Ljubljana Process II	Ljubljana Process operating efficiently and developing under regional coordination. Sustained regional co-operation framework supports the long-term management of national and regional heritage rehabilitation strategies by the countries themselves.	Preparatory phase 2009-2010	Accomplished		100%	Implementation mechanism of the Ljubljana Process II transferred from the Council of Europe to the regionally owned structure.
<b>1.2</b>	Establish a RCC Task Force on Culture and Society and set up a TF secretariat, national task forces and an international experts' pool		Taking over of the Ljubljana process by January 2011	In progress		70%	RCC Task Force on Culture and Society established, TF Secretariat set up, international staff recruited and operational. National Task Forces in the process of establishment, ToRs for the expert pool prepared.
<b>1.3</b>	Assist preparation of feasibility studies leading to public-private investments for rehabilitation projects	Well-prepared regional rehabilitation projects	Operational period: January 2011 - December 2013	In progress		20%	General Reference Framework and Regional Action Plans prepared and approved
<b>1.4</b>	Publish preliminary technical assessments, for all projects elaborated for monuments and sites that have been designated as priority	Increased public awareness and visibility of actions focusing on social and economic impact of rehabilitation projects and the role of heritage in sustainable development strategies	Completion: December 2013	In progress		20%	After National Task Forces are established, their priority goal will be development of specific project proposals, including necessary assessments.
<b>1.5</b>	Organise professional training courses, workshops, seminars, study visits, school programmes			In progress		30%	RCC Task Force on Culture and Society started with organisation of educational and training activities. This will be their continuous role.
<b>1.6</b>	Promote cultural diversity and dissemination activities			In progress		30%	RCC TF CS embarked on promotion of cultural diversity and improvement of communication throughout the SEE

## 2. Support to education reform, with emphasis on higher education

<b>2.1</b>	Chair the Steering group for guiding and monitoring progress of higher education structural reform which will be established under the umbrella of RCC.	Increased regional cooperation in higher education reform	Constituting phase: 2009-2010;	Accomplished		100%	Steering Group for the project - Structural Reform of Higher Education in the Western Balkans established and co-chaired by the RCC
		Enhanced convergence with European Higher Education Policy including Bologna reforms Establishment of Joint Degree Programmes for undergraduate and post-graduate studies in the region National qualifications systems closer to the common European reference framework ; improved cooperation within the region in creation of National Qualification Frameworks Greater mobility of students and academics within the region	Operational period: January 2011- October 2015	In progress		20%	Process of sharing experience concerning higher education reform; qualification system development among the countries of the region and with the EU Member States is being promoted, aiming to strengthen capacity of administrators and policy makers in the institutions with responsibility in higher education; and direct involvement of all relevant parties in the Region, in finding feasible joint solutions for current challenges in higher education reform. Development of Joint Degree Programmes initiated.
<b>2.2</b>	Providing support to the further development of ERI SEE.	Enhanced sustainability of ERI SEE as a regionally-owned platform.		In progress		30%	RCC Secretariat participated at the ERI SEE Governing Board meetings, advising and supporting process of institutionalisation of ERI SEE and its Secretariat.
<b>2.3</b>	Facilitating the development of possible regional projects and promotion of identified regional priorities	Development of regional projects, in cooperation with relevant partners.		In progress		30%	RCC Secretariat actively participated in developing regional projects in the field of education, including Social inclusion in education systems

**Outlier: Explore the possibilities for further activities in the area of education**

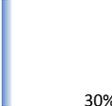
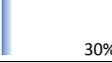
	Explore the possibilities for further activities in the area of education, in cooperation with the TF FBHC and other relevant initiatives.	Improved cooperation in matters relating to education in general		In progress		30%	RCC Secretariat initiated beginning of cooperation among the Education Inspectorates in the region. Developed and co-organised the First Regional Training of Education Inspectors
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**3. Development of Regional Strategy for Research and Development for Innovation for the Western Balkans**

<b>3.1</b>	Facilitate regional experts in development of Regional Strategy	Strengthened innovative capacity of Western Balkans/ Revitalisation of Institutes and R&D capacities	Constituting Phase: April 2009- November 2011,	Accomplished		100%	Under the auspices of the RCC, experts from the region and the EC developed the project fiche "Regional Strategy for Research and Innovation for the Western Balkans".
<b>3.2</b>	Identify existing research capacities	Improved existing and created new networks of researchers and scientists from the Western Balkans;	Operational period: Nov. 2011- Nov. 2013	In progress		30%	RSRI will aim to identify existing research capacities and make stronger links among the scientific communities.
<b>3.3</b>	Explore potential for developing networking and interconnections between researchers and institutions	Improved administrative capacities for cooperation in the area of Research and Development	Completion: November 2013	In progress		30%	Included in the RSRI
<b>3.4</b>	Coordinate establishment of assessment criteria	Defined Regional Centres of Excellence in R&D		In progress		30%	Included in the RSRI
<b>3.5</b>	Explore possibilities for extended financing of R&D	Established cooperation mechanisms among R&D, higher education and business sectors		In progress		30%	Advisory body of the RSRI includes representatives of research community, universities and private business

**PARLIAMENTARY COOPERATION**

No	DESCRIPTION	EXPECTED RESULTS	TIME FRAME	STATUS	PROGRESS	DESCRIPTION OF PROGRESS	
<b>1. Assisting the development of the parliamentary dimension of the SEECP</b>							
<b>1.1</b>	Assist in the preparation of the working documents for SEECP Speakers of Parliament meetings	Enhanced cooperation on Speakers of Parliament level aimed at institutionalising dialogue	2010 - on going	In progress		30%	Assisted the Montenegrin SEECP CiO for preparation of the documents for SEECP Speakers of Parliament Meeting.
<b>1.2</b>	Organise regular meetings through the network of MP national coordinators	Established permanent forum /national coordinators' network on MP level	2011- ongoing	In progress		50%	Four Meetings of the Working Group SEECP PD.
<b>1.3</b>	Support the implementation of the Final Declaration of the 8th Conference of the Speakers of Parliaments of the SEECP	Further institutionalization and strengthening of SEECP parliamentary dimension	2011 - ongoing	In progress		50%	Two potential models for the institutionalization of the SEECP Parliamentary Dimension, drafted by the parliaments in Ankara and Sofia, are prepared and presented.
<b>2. Assisting the institutionalisation of Cetinje Parliamentary Forum</b>							

<b>2.1</b>	Contribute to set up a Secretariat	Cetinje Parliamentary Forum serves as a regional WB hub for coordination of EU-related activities	2011 - 2013	In progress	 30%	Cetinje Parliamentary Forum and its Secretariat set up are in the focus of a Project "Parliamentary Cooperation in the Western Balkans and Turkey-Support to the Cetinje Parliamentary Forum", to be financed in the framework of the MBIPA 2012
<b>2.2</b>	Elaborate project which would be eligible for possible future financing.		2010-2011	Accomplished	 100%	The Project:"Parliamentary Cooperation in the Western Balkans and Turkey-Support to the Cetinje Parliamentary Forum,, is prepared. Approval of finances from MBIPA expected in spring 2012.
<b>2.3</b>	Organise seminars for MPs, experts and parliamentary committees on issues related to EU integration	Strengthened cooperation/mutual assistance - among parliaments on EU legislation	2011- ongoing	In progress	 30%	Two seminars are organised in cooperation with EP.



## **Annex 2**

### **The Background Paper with contributions of the RCC Secretariat's Operational Units**

**Sarajevo, 27 February 2012**

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## **I FRONT OFFICE**

The Front Office coordinated, on a regular basis, the process of drafting reports for political and donor related purposes, managing the official correspondence of the organisation, distributing reports of various meetings and events organised, co-organised or attended by the RCC Secretariat, providing other units with pertinent political feedback and advising them on the ways to accurately handle politically demanding issues, ensuring a uniform application of the RCC Statutory provisions, collating and analyzing the political guidelines given to the RCC Secretariat through statements and declaration by the SEECP high-level events, regional political events and from consultations with RCC members.

The RCC Secretariat's communication strategy outlines the ways the RCC Secretariat builds organisation's public profile, with guidance and backing from the Secretary General. The goal is to establish understanding and awareness of what the RCC does, raise and maintain support, including political and financial, for its activities based on its mission to promote mutual cooperation and European and Euro-Atlantic integration of South East Europe in order to inspire development in the region to the benefit of its people.

### **1. Political representation and management of the RCC structure**

#### **I. Background**

The endorsement of the RCC Strategy and Work Programme (SWP) 2011-2013 at the RCC Annual Meeting and at the Summit of the SEECP Heads of State and Government (Istanbul, 23 June 2010) marked the commencement of a new stage in the development and operational work of the RCC Secretariat.

The third RCC Annual Meeting, held on 28 June 2011 in Becici (Montenegro), acknowledged the need to further promote security, stability and socio-economic development in the region and appreciated RCC's role in that respect as well as the RCC Secretariat's activities of ensuring that all-inclusiveness and regional ownership remain imperative principles of regional cooperation. The RCC Annual Meeting positively assessed the results obtained at that time in the implementation of the RCC SWP and the progress in streamlining regional initiatives and task forces in SEE, which were subsequently acknowledged in the Budva Declaration of the 14<sup>th</sup> Summit of the SEECP Heads of State and Government. The input received from the RCC Annual Meeting and the SEECP Summit served as a key incentive for the RCC Secretariat to continue a vigorous implementation of its SWP.

RCC relations with the SEECP will very much depend on the elaboration of the future of the SEECP itself - this debate already started and it is expected that forthcoming meetings (MFA, Summit) may take a decision to formally set the process of evaluation and ultimately recommendation on how the SEECP may continue, either as a non-binding political platform or a more coherent/formal institution. The result of this evaluation and consequent recommendations will directly influence the future role, mission, organogram, financing and other aspects of the RCC.

Four meetings of the RCC Board provided operational guidance, supervision and took decisions on matters related to the activities of the RCC Secretariat and monitored the implementation

process of the RCC SWP. In the course of 2011, the RCC Board adopted 6 decisions and reached 10 instructive conclusions.

## **II. Achievements and the overall impact of the implementation**

Of a particular importance for the implementation of the RCC SWP was the cooperation between the SEECP C-i-O (in the first half of 2011 held by Montenegro and in the second half of 2011 until June 2012 held by Serbia) and RCC Secretariat. Four coordination meetings between the SEECP Troika representatives, the RCC Secretariat and the EU were held in 2011. This process facilitated development of synergy between RCC Secretariat's activities and those of the SEECP C-i-O, which significantly advanced the practical points of coordination of the two interlinked regional fora, thus empowering the RCC Secretariat ability to ensure that the pace of RCC SWP implementation resonates with the political perspectives of the SEECP, its individual participating states and the EU.

The consultations of the RCC SG with RCC members have had an important impact on the preservation of a politically sound environment conducive to an efficient implementation of the RCC SWP. The latter rested on activities tailored to the needs and interests of RCC members as well as on the guidance and perspectives provided by them regarding the way the objectives of the RCC SWP ought to be achieved. In 2011, the RCC SG had consultations with 9 RCC members (Albania, Greece, Romania, Serbia, Montenegro, European Commission, Poland, UNMIK/Kosovo, USA, Council of Europe and the World Bank), which generated an increased political support for the implementation process that in turn led to the results achieved in each priority area covered by the RCC SWP.

In accordance with his competences under the RCC Statute, Articles 13 (c) and 19 as well as Articles 8 (h) and 13 (a) (b) (c) of the Personnel Policies and Procedures, the RCC SG made decisions related to the rearrangement of the RCC Secretariat structure, with effect as of 1 January 2011. The main aim of restructuring the RCC Secretariat was to achieve maximum possible effectiveness in the realisation of envisaged activities, in particular related to the implementation of RCC SWP and rationalisation in spending the significantly reduced financial resources. Overall, the decisions regarding the structure of the RCC Secretariat made substantial savings in the RCC Budget for 2011 (approximately a total of 200.000 Euro) and ensured that a greater organisational emphasis remains on the implementation process of SWP.

In spite of a decreased ability of the organisation to accurately forecast the financial framework committed by the RCC Board members in the course of 2011, by and large due to a predilection of honouring financial contributions towards the end of the year 2011, the implementation of SWP in 2011 resulted with noteworthy achievements, which have also contributed to RCC's mission of supporting the European and Euro-Atlantic integration of the aspiring countries of SEE.

## **III. Lessons learned**

The debate within the SEECP so far indicates the intentions to engage into the reshaping of the forum, generally in the direction of developing a more focused and thematic approach so that the RCC is then given a direct mandate to operationalise a common high-level political commitment on a limited number of high-priority projects in the region.

The RCC is developing notable analytical capacities and expertise and it will be worth exploring in what way these may be put to the benefit of the region and international partners (without adverse impact to the principle of all-inclusiveness and neutrality).

There is a need for the RCC to develop a stronger platform for reaching out to general public in the region (civil society, academia, business communities, PR, media, public events, etc.).

The results of the evaluation and consequent recommendations regarding the future SEECP-RCC relations and the “enlargement related tasks” of the RCC will also influence the decisions regarding the RCC LO in Brussels.

#### **IV. Recommendations**

RCC must remain an all-inclusive and status-neutral platform for cooperation in SEE given the complex environment and conflicting/opposing views among its members from the region: preserving flexibility and “distance” from many mutually opposing views in the region, whilst keeping with the given political and legal parameters and exerting “background” diplomatic skills to ensure effective functionality of cooperation. It will continue to be the key requirement and condition for the RCC to operate.

RCC relations with the SEECP must be strengthened – the issue is partly solved by the establishment of regular coordination meetings (SEECP, RCC, EU), although a stronger and more concrete content will be needed for this format to ensure better results.

The regional cooperation has to move from the level of regional ownership – which oscillates depending on changing political landscape, unresolved bilateral issues, etc. – to the level of greater regional responsibility. Such a step would in itself add to a greater stability and predictability of political relations in the region. This notion would inevitably be part of the elaboration on the future structure of the SEECP (informality vs. institutionalisation).

It should be ensured that regional cooperation is genuinely accepted as priority by the RCC members from the region implying the following options: in the current setting, the position and the mandate of the RCC National Coordinators should be upgraded and linked to the offices of PMs or Presidents or, in the light of possible redesigning of the SEECP, into a more coherent/institutionalised format by establishment of a permanent guidance and steering body at the high level. There are already evident calls for a change to be considered regarding the modalities of work of the RCC Board.

More direct and concrete role of the RCC within the EU enlargement process in the Western Balkans should be explored - there are number of accession related issues that have a regional dimension and where the RCC could play an assisting, practical role (enhancing reforms, preparations for the negotiations, overcoming remaining issues from the past, etc.). This will call for a full understanding of a need to strike a balance between the “enlargement instrument role” and “SEECP ownership” of the RCC. This may also help resolve some of the current diversities (political, legal, accessibility to the EU funds, etc.) between the EU Members from the region and the aspiring countries, thus directly influencing the balanced regional development, with the evident political and strategic impact. This issue may become critically important in the light of the EU enlargement dynamic in the immediate future, as imbalances, prolonged status quo and

political and social frustrations may come to a fore, with highly risky consequences against the backdrop of current and foreseeable political situation in the region.

Elaboration of the future modus operandi of the SEECP may lead to a more coherent profiling of the region and its common values and potentials (human, cultural, natural, etc.), thus in turn positively influencing the reconciliation process and, in a long run, providing that the “RCC alike” format of cooperation in SEE remains in place even after the full integration of all SEE/WB countries in the EU.

RCC should be given a stronger leverage from the EU institutions in terms of being recognised, promoted and supported as a key instrument for introducing and implementing a regional approach to economic recovery and development. Lack of strong regional leadership plus existing fragmented individual/national approaches is the biggest offset and impediment to a much needed foreign investments in the regionally shared developmental priorities.

The continuation of the streamlining process will very much depend on the future of the RCC’s role and mandate within the possible reform of the SEECP and definition of the future “enlargement related tasks” of the RCC - in any case, the RCC will have to rely on the most important RI/TFs (in terms of modernisation and development in the area of energy, transportation, culture, education, health, etc. in the region).

## **2. Communication and media development**

The communication efforts of the RCC Secretariat are assessed against the implementation of its communication strategy.

### **I. Communication activities (Objective 1)**

#### *Background*

The communication strategy requires translating RCC priorities and vision into concrete communication actions, keeping in mind the resources available. This enables definition of the RCC mission and key messages, the target publics, and the tools/tactics used to reach to those publics in order to achieve strategic objectives and goals.

The strategy of building the RCC profile is based on a realistic assessment of its role and influence. In the initial phase of RCC operations, the focus was on informing the target publics/stakeholders of the RCC mission and planned activities. In time, especially after the adoption and the start of implementation of the RCC Strategy and Work Programme 2011-2013, delivery of results has become a precondition for attracting a wider public interest.

The targeted publics of this strategy are the media, governments and public officials, especially policy- and opinion-makers, civil society groups (including religious, academia, and researchers), businessmen/investors, general public (especially the youth) of South East Europe, as well as international organisations and donors.

The RCC Secretariat and the organisation as such cannot achieve its goals without the help of the above stakeholders. All of them have stakes in their relationship with the RCC, be it a mere desire to live better, a public or a business interest, or the need to publish exclusive and interesting news. They also have opinion-leaders and decision-makers, who form opinions on the

organisation. They are of different age groups and status in society. All of them need to be approached through different tactics in order to reach the RCC goals and objectives.

#### *Achievements and the overall impact of the implementation*

Since the RCC Secretariat is located in Sarajevo, Bosnia and Herzegovina, with a Liaison Office in Brussels, the tactics for reaching the RCC goals and objectives had to be adjusted to that fact. Different approaches were adopted depending on whether or not the RCC has a physical presence at a location. The communication has been more extensive and offered more opportunities in places with RCC presence, while in other locations various high-profile events and visits, in conjunction with electronic communication, have been used to convey the messages. In both cases, a proactive approach, as well as susceptibility to meet journalistic and other queries and requests in a timely manner, have been of utmost importance.

Majority of objectives of the communication strategy were successfully fulfilled during 2011, providing for a generally positive assessment of the RCC communication efforts, given the size of the organisation and the fact that it employs only ½ of a communication expert and ½ of an assistant to lead communication efforts of the entire Secretariat and across all of the RCC area (the other ‘halves’ covering media development activities). The success of the RCC strategy in this area in 2011 can be measured by several concrete outputs:

- A total of 1,040 articles, interviews and statements on RCC have been published across the RCC area to the knowledge/available to the RCC Secretariat, with 21 interviews and statements being pre-arranged;
- The Secretariat prepared and distributed/published 40 media advisories and press releases, 18 news items, announced 47 events, and uploaded 160 documents into the RCC website and through a distribution network of 2,500 subscribers;
- The website registered almost 4,000,000 hits, over 1,250,000 page views and close to 100,000 visits, of which some 50% returning visitors;
- New online features were introduced to diversify user-friendly access to the content of the organisation’s website. They include enhanced social media function (Twitter), PDA friendly display and new multi-media gallery containing photo, audio and video files. The existing features, enabling subscription to RCC newsletter, news, events, press releases, documents and publications, have also been improved;
- Ten issues of the RCC newsletter were published, with 91 prominent contributors from across the RCC area covering the following topics: culture/Task Force on Culture and Society; Impact of the Regional Strategic Document on Justice, Home Affairs and Security Cooperation 2011-2013; opportunities for cooperation in South East Europe, in political and practical terms; Western Balkans and Europe 2020 Strategy: Path to Convergence and Growth; regional cooperation of South East European National Security Authorities; RCC Annual Meeting; Information Society; railway transport infrastructure in South East Europe; new dimension of parliamentary cooperation in South East Europe; regional cooperation at the end of 2011. However, due to a reduction of RCC Secretariat’s resources, a certain reduction in the newsletter frequency is necessary to preserve a high-quality output.

#### *Lessons learned*

Notwithstanding the generally positive assessment, communication would benefit from a stronger perception of it as a strategic activity. In 2011, the RCC Secretariat’s approach more

often than not considered communication as a technical affair. For example, the RCC Strategy and Work Programme 2011-2013 refers to communication in a fragmented way in some priority areas rather than as a strategic horizontal activity that is part of policy planning.

Communication should be integral to all work – whenever something of relevance is done, a consideration should be given to who it is for and what is the best way of communicating it to the people. This of course does not mean that the public should be provided with materials containing little or no information, as that may cause a counter effect. The Spokesperson is the one who, under the Secretary General's overall guidance, designs the most appropriate way of communicating the organisation's work to its publics. That is why in a well-run organisation, public relations practitioners have frequent and easy access to information in order to prepare informed strategies and be credible communicators.

In setting up the communication strategy and tactics, one also needs to keep in mind external circumstances to an extent possible, such as placing activities in an adequate context, in particular as the RCC works within political and economic environment and among players still burdened by divisive agendas, or avoiding organisation of important events at a time when another event that may overshadow it is taking place. Timing is important.

The right attitude towards the media and other stakeholders is crucial. One should treat the media and the journalists with respect and be credible. The RCC needs the journalists as much as they need the RCC. That is why the RCC Secretariat's policy needs to continue to be one of openness, accessibility and promptness in meeting journalistic and other queries. With the media and other stakeholders trusting the RCC Secretariat as a credible, accessible, friendly and relevant interlocutor, they seek information and give publicity to RCC activities.

Hence, the experience in 2011 clearly demonstrated that:

- Where communication has been approached in a strategic manner, as part of policy planning, the information on the RCC work has reached larger number of stakeholders and had more significant impact, in comparison to the approach to communication as an afterthought or a technical, fragmented affair;
- While the demand for communication activities and visibility of the RCC has constantly grown, the resources for implementing those activities have been reduced, currently amounting to some 3% of the Secretariat's budget;
- The ½ communication expert and ½ assistant employed by the RCC Secretariat to lead communication efforts of the entire Secretariat across all of the RCC area have been facing constant pressure of new tasks, which is unattainable in a long run. In comparison to the RCC Secretariat's less than 3% of staff resources devoted to communication, secretariats of the organisations such as Baltic Council (15%), BSEC (14%) or CEI (12%) have devoted much more staff resources to communication.

### *Recommendations*

In view of the above, and in order to ensure a satisfactory level of communication output, it is recommended that:

- Communication should always be part of strategic and policy planning;
- RCC's shift from activity- to theme-based, strategic approach should be further enhanced with the communication content and tools reflecting the shift;

- Internal communication to be strengthened, promoting staff cohesion;
- All staff to be provided with communications skills upgrade on a regular basis;
- Communication staffing capacities to be strengthened if the higher visibility demand is to be met, at the same time ensuring permanent education and skills upgrade;
- RCC newsletter is turned into a bi-monthly publication.

## **II Media Development (Objective 2)**

### *Background*

The strategic goal of RCC Secretariat's media development work, overarching by nature, is to foster development of free and professional media in South East Europe, given their role in shaping democratic, pluralistic and inclusive societies in the region. In doing so, the RCC Secretariat keeps in mind European standards and values, the reality, needs and aspirations of the countries of South East Europe, and its own resources.

After a careful needs assessment in the region, the RCC Secretariat has come to focus primarily on supporting freedom and independence of public service media in South East Europe, keeping in mind also the European Commission's recognition of the key RCC role in guiding and monitoring regional cooperation.

### *Achievements, impact and sustainability*

Following the establishment of the European Association of Public Service Media in South East Europe as a non-profit professional body of the public broadcasters in November 2010, with support of the RCC Secretariat, in 2011 the Secretariat continued to facilitate cooperation among the public service media in the region.

The cooperation resulted in the signing of a Protocol on Regional Cooperation in Education and Training among members of the Association in September 2011, facilitated by the RCC Secretariat. The Protocol, signed by directors general from 12 public service media, will enable staff at all levels to meet present and future challenges, and strengthen contribution of the public service media to the development of modern, democratic societies in South East Europe, through a set of activities enhancing the public service remit of the signatories.

Cooperation with the European Commission, the European Broadcasting Union (EBU) and the Association in promoting the remit of the public service media in South East Europe resulted in a November 2011 seminar *South East Europe 20 Years On: Transformation from State to Public Broadcasting*. Over 50 directors general of public service media, senior government officials, representatives of regulatory authorities and civil society/media organisations from RCC's 12 South East European members, as well as from relevant international organisations, gathered in order to analyze the state of public service media in South East Europe 20 years into the democratic transition, with a view to outline a future course of action in support of their freedom, independence and sustainability. At the meeting, the European Commission announced a €1 million worth support to a long-term sustainability of the public service media in South East Europe, a project developed by the EBU in cooperation with the RCC Secretariat.

Together with the Commission and the Central European Initiative (CEI), the Secretariat prepared a project component to stimulate understanding, dialogue, reconciliation and good neighbourly relations in South East Europe through the public service media, to be implemented by the Association in 2012-2013.

It can therefore be safely said that the above-mentioned goal of the media development work of the RCC Secretariat was successfully met in 2011, as demonstrated by concrete results, wide regional support and backing by renown international partners.

#### *Lessons learned*

The experience in 2011 clearly demonstrated that the RCC Secretariat has become a recognised partner in South East Europe and beyond, which has resulted in an increased demand for RCC Secretariat's involvement and forging of partnerships with distinguished organisations active in the media field in the region, Europe and the world. The demand for RCC Secretariat's increased involvement in media development activities has however not been followed by an increase in resources.

#### *Recommendations*

In 2012 and beyond, the Secretariat intends to build upon the achievements made so far, the conclusions of the November 2011 seminar and the Protocol, working closely with the European Commission, the EBU, the Association, the CEI and other potential partners in a focused, targeted and result-oriented manner, with a goal to foster development of free and professional media in South East Europe, given their role in shaping democratic, pluralistic and inclusive societies in the region. More specifically, it is recommended that:

- Media development staffing and funding capacities are strengthened, to meet the increased demand, at the same time ensuring permanent education and skills upgrade, especially in the project cycling process;
- Media development work of the RCC Secretariat remains focused on strategically chosen activities, building on the achievements made thus far.

## **II RCC Expert Pool**

### **1. Economic and Social Development**

#### **I. Achievements and the overall impact of the implementation**

In the area of Economic and Social Development, RCC Secretariat has pursued the achievement of objectives as set forth by the Strategy and Work Programme. The SWP identified four main priorities and 11 distinct objectives to be met by end 2013. The implementation of these objectives is mostly on-track and the Annex 1 provides a more specific assessment of work done so far. To implement its objectives within the socio-economic sphere, RCC Secretariat has organised or co-organised 13 regional events during 2011 that were attended by approximately 750 participants. Two new processes were launched to guide the activities in the ESD domain, both heavily influenced by the Europe 2020 strategy, SEE 2020 strategy (to steer the activities of the South East Europe Investment Committee) and the Social Agenda 2020 for the Western Balkans to formulate a regional response to the social aspects of the Europe 2020 strategy. Out of the 13 conferences organised, three were at the Ministerial level dedicated to investment, ICT and health.

Such volume of activity required mobilisation of supplementary resources. Additional funds in excess of EUR 920,000 (Annex 3) were raised to contribute to the attainment of RCC's objectives in the socio-economic domain. In addition to this, RCC Secretariat was awarded a EUR 2.2 million grant by the Swedish International Development Agency (SIDA) to implement a project on strengthening women entrepreneurship in the region over the period of 2011 – 2014. While establishing a strong fund-raising record, RCC also confirmed relevance of its socio-economic work through continued engagement of donors as well as donor readiness to leverage their interventions in the region.

Areas of intervention and objectives selected for the Economic and Social Development sphere have undergone several screening phases before they were included in the SWP and adopted as such. The process of identification and prioritisation of actions included reviews of national strategies, donor plans and actions as well as assessment of RCC Secretariat's own availability resources. Regional initiatives and task forces were consulted to an extent, as were other RCC's regional and international partners helping formulate objectives that were deemed relevant and credible.

The first results, after one year of implementation, indicate that the objectives selected were the right ones and were truly the best fit with the region's needs and RCC's own capacities. However, with the hindsight of one year of implementation, there are several issues that should be noted. First, even though we can cautiously conclude that the areas of intervention appear to be the right ones, the implementation could benefit from more measurable and specific indicators to assess RCC's work and monitor its outputs and impact. The current SWP constitutes a considerable improvement, but further refinements in terms of indicators will be needed going forward. The Europe 2020 strategy and its regional, SEE variant, will constitute a shift in that direction, for it should enable development of specific and quantifiable indicators for RCC's work in the socio-economic domain.

Second, RCC's areas of intervention, although considerably condensed in the SWP, might still appear to be too broad. This poses the risk that follow-through might not be achieved in all areas jeopardizing sustainability of intervention. Going forward, RCC Secretariat will need to further focus its activities and base it around several core initiatives that will make its work even more coherent and sustainable.

It is important to notice, however, that, after one year of SWP implementation, this shift is already happening. First, it is becoming evident that the fragmented projects and activities are giving way to more structured, longer-term processes. In the area of Economic and Social Development, the stronger focus on the Europe 2020 strategy is providing RCC with the opportunity to take a longer-term view, align its activities with broader strategies and quantify its work. Activities that were previously based on relationships with different regional structures are now being transformed into coherent, flagship initiatives that involve other partners as needed, rather than being driven by these partners and their interests. This is proving to be instrumental in the streamlining process as well, for it provides a clearer picture in terms of selecting the right partnerships, based on compatibility of priorities and capacity. In the Economic and Social Development domain, the intention is to link each of the priority objectives to one main regional platform, while increasing the ownership, responsibility and, ultimately, the sustainability of interventions.

To support this transition further, RCC Secretariat will need to structure the on-going regional dialogue and increase its quality even further, securing that regionally agreed issues are taken up at the national level and implemented by national policy makers. In addition to providing political backing and securing platforms for exchange of information, RCC will seek commitments for implementation of reforms at the national level. This is already being done in several areas where national policy makers are committing to quantifiable reform targets (such as e-SEE Agenda Plus, SEEIC, etc.); however, it will be necessary to strengthen this aspect further. One possible way of doing this is to associate the RCC Secretariat and the work it does even more with the Multi-beneficiary IPA, providing a strong impetus from countries to follow through on their commitments. Moreover, the RCC Secretariat would be well positioned to help formulate and channel the needs of the region towards the European Commission, thus forming the feedback loop between Brussels and the region's capitals.

The following lists the main achievements, impacts to date, and lessons learned in the first year of implementation of the SWP in the area of Economic and Social Development:

## **1. Transfer and management of the South East Europe Investment Committee (Object. 1)**

### *Achievements*

RCC Secretariat completed the transfer of the South East Europe Investment Committee (SEEIC) from the OECD, effectively achieving the first part of the objective. In addition to the actual transfer, RCC proposed a renewed mandate for the SEEIC which was adopted by the Ministers of Economy of the region at the Ministerial meeting held on 24 November 2011 in Paris. Within its refocused role, the SEEIC will assist the enlargement countries in converging towards Europe 2020 Strategy and the Ministers have committed to developing and adopting regional headline targets in the area of integrated, smart, sustainable and inclusive growth. SEEIC will be working on mapping convergence with Europe 2020, development of relevant and credible targets, and monitoring progress in their attainment. Moreover, the SEEIC was tasked

with fostering existing value chains and enabling the establishment of new ones throughout the region. To support the implementation of these ambitious objectives, the RCC has sought the support of the European Commission and a new EUR 800,000 project was agreed with the EC to sustain the work of SEEIC over the next two years.

#### *Impact-effects-sustainability*

The main expected impact of this activity is increased regional ownership and cooperation in investment-related reforms. The outputs so far have been encouraging, given that the RCC completed the transfer, provided SEEIC with a new mandate and ensured sufficient resources for carrying out its objectives. Given that we are at a very early stage of implementation, it is difficult to provide conclusive judgement on sustainability and impact of the activity, other than to note that all activities and objectives listed by the action plan for 2011 were successfully carried out.

#### *Lessons learned*

Clear identification of objectives and expected results for this area has helped minimise the risks associated with the implementation. Also, given the unambiguous roles, the expectations from all stakeholders involved were managed very well during the first year of implementation.

#### *Recommendations*

To achieve objectives in this area, RCC will build on the work that has previously been done by the countries in the region and the OECD, as well as partner with other regional structures, such as CEFTA 2006, to identify and implement joint actions. RCC will attempt to return investment promotion to the focus of the SEEIC's activities going forward, given the pressing need for new investment in the region.

## **2. Identifying ways and means for improving access to finance for the private sector (Objective 2)**

#### *Achievements*

This objective focuses mostly on expanding the access to finance options for the private sector and diversifying from the bank-centric model that is present in the region. RCC has held a number of consultations with the securities market regulators and the stock exchanges to explore options for further market integration. As a result, a Declaration for joint action was prepared and adopted by the securities market regulators during November 2011. This platform proposes cooperation in the area of regulatory harmonisation, joint training for market participants, creation of regionally transferrable financial instruments, etc. A similar platform is to be prepared by the stock exchanges to explore further market linkages between the seven exchanges in the region.

#### *Impact-effects-sustainability*

Further integration of the regional capital markets would provide an excellent complement to other work currently being done in the region. Free movement of capital that would be facilitated through this activity would, in addition to free movement of products and services being addressed through the CEFTA framework, effectively create a common economic space in the Western Balkans. The effects of this activity would thus be considerable and the long-term impact could provide for one of the most important achievements of regional cooperation.

#### *Lessons learned*

There is a strong need for involvement of other stakeholders in this activity to ensure that next steps are being taken. In addition to fostering cooperation between the regulators and building the political support for the process (which is currently being done through the framework of RCC), it is evident that further support will be needed to address the operational and technical aspects of the intervention that surpass RCC's capacities.

#### *Recommendations*

There are two main recommendations relating to this area of RCC's intervention. First, RCC Secretariat would strongly advise donor community in general and the EC in particular to consider providing support in strengthening capital markets cooperation. This process will soon enter the stage where technical expertise and know-how will be needed to address market integration issues (e.g. clearing and settlement, depository functions, training for market participants, etc.) and a more structured, project-based approach will be needed. RCC will work with its regional partners going forward on clear identification of needs to help develop a comprehensive programme for intervention and seek resources for its implementation.

Second, objectives related to improving access to early stage finance for the SMEs (Objectives 2.1 and 2.2. in Annex 1) have to be viewed now in the light of new developments relating to the Enterprise Development and Innovation Facility. This (partly EU-funded) instrument, planned for roll out during 2012, will mostly address RCC's objectives relating to early-stage equity finance. The recommendation of the RCC Secretariat therefore is to work directly with the Western Balkans Investment Framework (WBIF) and our partners and countries to support the implementation of this vehicle, rather than trying to replicate some of its expected results through standalone interventions.

### **3. Mainstreaming employment and social agenda into economic reform deliberations (Objective 3)**

#### *Achievements*

During 2011, RCC has launched a Social Agenda 2020 for the Western Balkans as a structured dialogue with the governments, social partners and CSOs on the regional response to the social aspects of the Europe 2020 strategy. Two meetings have been held so far in 2011, addressing the general needs of social sector and focusing on the skills needed for the 21<sup>st</sup> century. The process intends to identify a set of shared policy targets for the economies in the region in employment and social sectors, and then monitor the implementation of these targets going forward. Similar to the work that RCC is doing with the SEEIC, the Social Agenda 2020 also proposes mimicking the Europe 2020 processes and policy objectives. Additional EUR 120,000 was committed by Friedrich Ebert Stiftung to contribute to the implementation of this activity until the end of 2013.

#### *Impact-effects-sustainability*

As with other activities, it is still quite early to provide any definitive judgments on the impact or sustainability of the intervention. This activity represents yet another way that the RCC is attempting to bring the priorities of the Europe 2020 strategy closer to the region, and the countries should be able to benefit from the structured dialogue, and, especially, from committing to quantifiable targets in the next stages that would help focus their reform efforts.

#### *Lessons learned*

Although this action was originally envisioned as an effort to revive the work of the SEE Employment and Social Network, RCC has spotted early on that this will not be feasible. The

Network was rather amorphous with no dedicated resources, thus making any efforts to refocus it quite difficult. Instead, RCC centred its activities on establishing a new platform organised along the lines of the Europe 2020 strategy implementation in the region.

The issue of resources, always important, was crucial here. Since there were no dedicated funds for this activity, RCC needed to mobilise additional resources to contribute to the action. As this has been the case in some other activities related to the implementation of the SWP as well, it prompted the Secretariat to revisit the subject of funds allocation and planning. This review revealed that additional programme-related resources will be needed by 2013, and the RCC Secretariat intends to pursue all avenues of fundraising to ensure meeting all its obligations contained in the SWP.

#### *Recommendations*

After the initial review of priorities in the employment and social area, further focusing of this intervention will be needed. This will be crucial so as to ensure proper follow-up and monitoring of progress going forward.

#### **4. Promoting the Information Society (Objective 4):**

##### *Achievements*

In this area, RCC helped renew political commitment to the information society development in the region. During 2011, a further review of the e-SEE (Electronic South East Europe) Agenda Plus has revealed that the objectives contained therein should be revised to reflect current realities in the region, but also to align the targets more closely with the Digital Agenda for Europe, thus making the document realistic, credible and relevant both in SEE and EU terms. The revised e-SEE Agenda Plus was adopted at the Ministerial level in November 2011, and the progress on its implementation will be monitored through the e-SEE Initiative.

##### *Impact-effects-sustainability*

The Electronic South East Europe is a well established cooperation mechanism. Through its interventions during 2011, RCC helped reinvigorate the process and bring it back into the forefront of regional cooperation. RCC is of the opinion that the process is having a beneficial impact on the overall reform effort in this area, given that more than 60% of its original objectives have been met by members.

##### *Lessons learned and recommendations*

In addition to the e-SEE initiative work, RCC has also set upon itself an objective relating to the establishment of a network of ICT research institutions (Objective 4.2). However, at this point RCC recommends that this objective be eliminated due to new circumstances that have evolved since the adoption of the SWP. Namely, the current analysis undertaken through the *Regional Strategy for R&D in Innovation for the Western Balkans* and the *Regional Competitiveness Initiative* points to other priorities in need of addressing. RCC Secretariat proposes this objective be redefined to better reflect the findings and analysis that is becoming available through these regional projects. These modifications would better reflect the realities of the situation in the field and would provide RCC with the flexibility needed to adjust to these changes.

## **2. Energy and Infrastructure**

The RCC Strategy and Work Programme (SWP) 2011-2013 in this area is based on the RCC complementary role to the ongoing or planned activities of the existing, well established and supported, regional structures through bringing an integrated “holistic” regional perspective into various sectoral initiatives and filling specific gaps in close coordination with the existing structures. The major regional cooperation structures and RCC partners in the areas of energy, transport and environment are ECS, SEETO and RENA, respectively. Their contribution to strengthening related regional cooperation and improvement of general political climate in SEE is crucial.

### **I. Achievements and the overall impact of the implementation**

#### **1. Continue implementation of Sustainable Energy Development Regional Initiative – SEDRI (Objective 1)**

##### *Achievements*

During the reporting period, the RCC supported further development of the initiative and its implementation. This initiative, including so far ten participating countries (Albania, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Moldova, Montenegro, Romania, Serbia and Ukraine) which officially expressed their interest, was jointly launched by the CEI and RCC partnership. All foreseen results in 2011 were achieved, including establishment of the SEDRI TF although formal appointment of a few TF members is still pending. Project proposals submitted by the SEDRI participating countries were analysed, commented and improved, and an initial project inventory consisting of ten projects from seven participating countries was created. This resulting cluster of projects has enabled participating countries to cooperate, raise funds, and exchange information and best practices. SEDRI TF preparatory meeting (Trieste, 27 April 2011) and the 2<sup>nd</sup> SEDRI TF meeting (Belgrade, 24 November 2011) were realised with the RCC organisational support.

##### *Impact-effects-sustainability*

SEDRI is regionally owned, chaired by one of the participating countries, and in that respect SEDRI TF members` dedicated work and well established internal coordination are of the highest importance for the success of the initiative implementation, while CEI and RCC are contributing as supporters and facilitators. The initiative is developing into an appropriate platform for transforming the project proposals from inventory into the bankable projects to be replicated in SEDRI participating countries. That is why SEDRI is recognised as an example of project within the Action Plan of the EU Strategy for the Danube Region (EU SDR).

The RCC facilitated communication of some SEDRI TF members with their IPF Country Offices in order to obtain support for project proposal improvement. The EBRD confirmed the overall readiness of the Bank to collaborate within the SEDRI framework.

Presenting the initiative at different events, the RCC was always pointing out the importance of promoting construction of small-scale sustainable energy facilities. At the same time, it was contributing to raising awareness of policy- and decision-makers to support sustainable energy development, and to improved cooperation, exchange of experience and networking and fostered synergy of activities with other international organisations and initiatives as well as with and between participating countries. Taking into account that SEDRI TF meetings are followed by

press-conferences, this approach is beneficial for strengthening media capacity and engagement in raising awareness of general public on sustainable energy development.

#### *Lessons learned*

SEDRI validated that sustainable energy development is priority for the RCC members from SEE and an area with a lot of potential for strengthening regional cooperation. There are indications that some other RCC members from SEE will join the initiative soon.

#### *Recommendations*

Bearing in mind different quality of the SEDRI participating countries` relations with the EU, it would be necessary to ensure support of some other financial instruments for the initiative implementation in the period 2012-2013. The positive outcomes of SEDRI would increase potentials for the initiative replication to other infrastructure subsectors.

Taking into account EU 2020 requirements and the fact that sustainable energy development is a key to reaching the “green economy”, including minimised impact on the environment and efficient use of resources, it is obvious that this priority should be important part of the RCC activities beyond 2013 as well.

## **2. Explore potential for cooperation with the Energy Community Secretariat - ECS (Objective 2)**

#### *Achievements (results)*

Cooperation between the RCC and ECS was initiated by the RCC in 2008. The RCC monitored the Energy Community developments since the Energy Community is the major regional energy cooperation framework, reported and endeavoured to complement it. Being fully aware of the Energy Community progress, the RCC was performing gap-analyses and proposing to the ECS possible areas of cooperation to fill the recognized gaps – issues and approaches not or insufficiently covered by ECS which are relevant for the overall regional energy cooperation. In that respect, the RCC and ECS started to implement sequence of tailor-made workshops for parliamentary committees responsible for energy from the region in order to raise awareness of the parliamentarians and their technical support services on the necessary energy reforms, build their capacities to oversee their governments` activities and facilitate law making process. The regional parliamentary workshop launching the tailor-made workshops and organised by the RCC took place in Sarajevo at the end of 2008. Three corresponding national workshops, organised by the RCC and ECS alongside the host parliament support, were realised in Bosnia and Herzegovina, Serbia and Albania during 2009 and 2010 mainly considering the Energy Community Treaty (ECT) implementation in these countries. In addition, the workshop on “Reducing Emissions from the Power Sector in the Contracting Parties to the ECT” was jointly organised by the two organisations and hosted by the RCC in October 2010.

#### *Gaps, obstacles, improvements needed*

In spite of the success of jointly organised events by the RCC and ECS in 2010, as well as relevance of the RCC proposals to improve regional energy cooperation, unfortunately, achievements in 2011 were not at the level of 2010. Nevertheless, the RCC continued proactive approach, supporting elaboration and launching the initiative on creation of the Regional Energy Strategy that was adopted by the Energy Community Ministerial Council; encouraging the integrated approach; promoting good practices and method that countries from the region, more advanced in the ECT implementation and energy sector reform in general, assist those countries

that are facing problems and delays; as well as supporting increased involvement of local authorities and civil society in addressing energy sector issues. The RCC also expressed its readiness to contribute to recently established Regional Energy Strategy Task Force operation within its mandate and capacity.

#### *Lessons learned*

Obviously, it is necessary to considerably enhance cooperation with the ECS, or redefine this priority in the forthcoming period.

#### *Recommendations*

Taking into account the need for more intersectoral cooperation, inclusion of local authorities and civil society as the major implementers of the “bottom-up” approach is inevitably necessary for complementing so far predominantly exercised “top-down” approach. A multi-stakeholder involvement is needed to ensure balanced representation of different interests and consensus - based development. It is obvious that the RCC should continue to complement Energy Community for the rest of the RCC SWP 2011-2013 implementation as well as beyond 2013.

### **3. Contribute to preparation and implementation of the Danube Region Strategy – DRS (Objective 3)**

#### *Achievements*

The RCC participated in some of DRS relevant events bringing the perspective of the wider region (such as SECI organised meetings of the Partnership for Improvement of Danube Infrastructure and Navigation (PIDIN); South East Europe Association (SEEA) organised International Conference “The Danube Strategy within the context of European Policy”, Ingolstadt, 7 - 8 June 2011; FES supported International Conference “Danube Strategy – An Impetus for Strengthening Regional Cooperation between Croatia, Hungary and Serbia”, Zagreb, 15 December 2011); mobilized and ensured participation of local authorities and civil society primarily by co-organizing and hosting relevant workshops and discussions; supported media in raising public awareness on Danube potentials, its role and increasing challenges, including global ones; as well as establishment of Danube Media Network.

The RCC cooperated with and assisted the institutions relevant for DRS implementation (ISRBC-RCC jointly organised the Roundtable on Fundraising Activities for ISRBC Projects, Sarajevo, 17 May 2011; with ICPDR initiated and facilitated communication with relevant players to promote integrated approach in addressing issues concerning environmental protection of Danube; with SECI – participated in PIDIN meetings).

As the follow-up of the International Workshop on “Trans-boundary Water Resources Management in SEE”, organised by the RCC, UNECE WCS, GWP-M and ISRBC in 2009, the RCC Secretariat supported realisation of the “Roundtable on Trans-boundary Water Management”, Zagreb, 15-16 December 2011, and will continue with backing the most relevant trans-boundary water resources management activities within the framework of the Petersberg Phase II/Athens Declaration Process, including the joint organisation of events that would focus on promoting inter-sectoral cooperation and need to put more light on the water resources as energy potential in the period 2012-2013. RCC’s further involvement in this area is recommendable even beyond 2013.

The RCC was promoting integrated approach in planning the infrastructure development and establishing or strengthening links between relevant regional infrastructure cooperation players: ECS, RENA (Regional Environmental Network for Accession), ICPDR (International Commission for the Protection of Danube River), etc. and will continue with this activity.

The RCC gathered relevant regional players in the area of Climate Change (CC) adaptation such as stakeholders which prepared Climate Change Framework Action Plan for Adaptation (CCFAP/A) in SEE, Virtual CC Centre for SEE, REC and implementers of “SEE Forum on CC Adaptation” project in order to initiate mapping of relevant activities, increase cooperation between major stakeholders and promote more focus on CC adaptation in the region taking into account internationally legally binding commitments of the SEE countries and Intergovernmental Panel on Climate Change (IPCC) findings about the high level of CC vulnerability of the SEE region. SEE has already faced changed climate conditions and mainstreaming the CC adaptation in the different sectoral policies and decision-making is of outmost importance. CC adaptation is obviously an appropriate area for the RCC involvement both in the short-term and mid-term.

Regional Expert Network on Energy was initiated by the RCC in 2009 and continued to meet in 2010. Meetings of the Network did not take place during 2011 due to budget limitations. Activities leading to making the Network operational and self-sustainable will be reconsidered and decided on.

#### *Impact-effects-sustainability*

DRS addressing multipurpose use of Danube and its potentials is the best platform to promote complex integrated approach including territorial, inter-sectoral, multi-level and multi-stakeholder integration as well as innovative schemes for financing infrastructure development and reaching the “green economy” that are very relevant elements of the RCC SWP. In addition to promoting inter-sectoral cooperation and “bottom-up” approach through strengthening the role and capacity of local authorities, civil society and media, the RCC had a lot of room within this objective to reach some of the expected results from the previous two objectives.

#### *Lessons learned*

It is the common understanding that appropriate implementation of the DRS primarily needs more civil society and private sector involvement. Despite RCC endeavours to this end, there is still room for expanding civil society participation, which, however, needs more available funds.

#### *Recommendations*

Taking into account the RCC mandate and regional cooperation developments within this priority, the RCC engagement is recommended to continue both in the short- and mid-term. Increased cooperation and consultation of the RCC with relevant national authorities and other relevant entities are very important for updating the regional priority needs. In that respect, it has been already recognized that full awareness of the need for reaching sustainable development and addressing global challenges, increasing their negative impact on the mankind, is the first step in dealing with them appropriately. Education of youth, civil sector and general public in these areas and in nature protection is indispensable for the comprehensive understanding and their adequate involvement in the decision-making process. Due to multi-disciplinary character of the issues raised, the RCC engagement is recommendable.

#### **4. Explore the potential for further development of air traffic services within the region (Objective 4)**

##### *Achievements (results)*

The RCC put efforts to liaise with relevant aviation authorities and air traffic experts with the aim to fulfil the set targets in this area such as better use of market access by developing the air traffic services within the SEE region. To that end, following the conclusions of the *Workshop on Importance of Air Transport in Economic and Social Development of the SEE*, the RCC, in cooperation with interested regional stakeholders, prepared a project proposal for the Study on the development of air traffic links in SEE.

As far as the implementation of the Single European Sky (SES) is concerned, the RCC as co-chair actively participated in the ISIS Governing Body, supporting national authorities to implement SES acquis. In that respect, the RCC, together with the European Commission's Directorate General for Mobility and Transport and ISIS PS, co-organised the *1<sup>st</sup> ISIS Stakeholders Consultation Meeting* held in Brussels, on 22 June 2011 and the *ISIS Governing Body meeting* held in Solin, Croatia, on 07 September 2011, continuing to facilitate the regional cooperation process within the framework of the European Common Aviation Area Agreement (ECAA).

##### *Impact-effects-sustainability*

The Study is of particular importance given that expanding the current air traffic links would increase mobility of the people and business communication via improved transport connectivity. That is a precondition for the overall economic and social development and integration of the SEE region, especially having in mind currently undeveloped transport links within the region. Taking into account the new circumstances regarding the Study on air traffic flow to be prepared by the Implementation of Single European Sky (ISIS) Programme Secretariat, the RCC partner in this field, both institutions explored the possibility to prepare a common document. The main rationale behind was to avoid overlaps and join all recourses and efforts in delivering one Study as well as that the same stakeholders would be involved. By combining the two studies, a more comprehensive picture of the development of the air transport sector can be established, supporting the economic development of the region.

Furthermore, the RCC committed to provide further political support to the second phase of the ISIS Programme towards the efficient and timely implementation of the SES legislative.

##### *Obstacles, challenges*

During the previous period, as a main challenge in this area, the RCC identified lack of willingness of the national authorities and different aviation stakeholders to cooperate more intensively at regional level in order to meet air transport safety, capacity and efficiency needs.

##### *Recommendations*

To overcome obstacles, it is necessary to share the resources and best practice as well as to provide conditions for creating an expert pool in charge of safety, security, airport regulations, market access, environment acquis, support to air traffic management (ATM), air navigation services providers (ANSP), etc. The RCC intends to assist in these endeavours, particularly beyond 2013.

## **5. Contribute to promotion of road safety (Objective 5)**

### *Achievements*

RCC, together with the BiH Ministry of Transport and Communications and Association of Consulting Engineers (ACE BiH), ensured the follow-up to April 2010 Conference by organizing the *Second Conference on Road Safety Infrastructure Management*, held in Sarajevo on 20 April 2011. The aim of the conference was to encourage national administration to implement the EU road safety directives as well as to enhance their legislative capacities and raise awareness on road safety critical issues. The mentioned conference launched an initiative on establishing the Regional Training Centre for Road Safety. A draft document for setting-up the Centre has been prepared with support of the Ministry of Transport and Infrastructure of Holland, defining the steps to be taken towards its establishment and fully operation. It will be supported by the BiH Ministry of Communications and Transport and ACE BiH.

### *Impact-effects-sustainability*

The RCC has committed to provide support in this respect and made consultation with responsible authorities and road safety experts in order to provide legal and institutional conditions for its establishment. Having in mind financial demands and the complexity of the project, the entire process needs to be managed carefully and with involvement of all stakeholders. As a first step, the RCC together with its partners intends to launch a pilot project for training the educators in road safety inspection (RSI) and road safety audits (RSA). The RCC initiated communication with the Central European Initiative (CEI) on this matter and they expressed interest to contribute and financially support the project.

### *Lesson learned*

The main challenge in this area is a lack of cooperation of the national authorities at regional level despite the fact that all countries in the region identified road safety as a priority in their transport strategies, and requested support through the MB IPA.

### *Recommendations*

The relevant authorities need to express a strong political will on this issue and put additional efforts to strengthen regional cooperation by creating appropriate institutional framework and targeted policies with aim to significantly improve road users' behaviour, transfer the best practices and experiences, and provide more efficient dissemination of findings of road-safety research projects. To this aim, the RCC will continue to contribute to promoting regional approach in the implementation of road safety *acquis* aimed at achieving the 2020 EU road safety target (to halve the overall number of road deaths and accidents). Therefore, these activities should continue to be the important part of the RCC activities beyond 2013.

During 2011, the RCC improved cooperation with the South-East Europe Transport Observatory (SEETO), the key regional initiative in the transport sector and actively participated at the *SEETO Annual Ministerial Conference*, organised by the European Commission (DG MOVE) and SEETO, on 29 November 2011 in Antwerp, emphasizing the importance of the regional approach to faster railway rehabilitation and modernisation. Due to the fact that in previous period the SEE countries also expressed the interest in this issue, the RCC, together with SEETO and other partners, started preparatory activities on the organisation of expert level meeting under the SEECF Chairmanship-in-Office in order to discuss the legal and institutional railway reforms as well as proposed regional priority projects, the infrastructure needs and financial

availabilities. The future cooperation with SEETO should be intensified and replicated to other modes of transport, especially taking into account prospects for the SEETO evolution to the Transport Community Secretariat to be established after Transport Community Treaty enforcement.

## **6. Cross-cutting issues**

### *Achievements*

The RCC supported realisation of NALAS organised *International Municipal Conference and Fair “Where ideas come to meet”*, Sarajevo, 10-11 March 2011, and jointly with NALAS and GIZ organised Workshop on *Urban Planning – Regularisation of Informal Settlements*, Sarajevo, 24 October 2011.

Additionally, RCC cooperated with variety of CSOs recognizing them as important drivers of the community development and supported: International Centre for Promotion of Enterprises (ICPE) and European Centre for Peace and Development (ECPD) in the process of Integrated Environmental Management of Adriatic/Mediterranean/Black Sea Coastal Areas and Danube and Sava River Basins (ICAM/RBM) and particularly in preparation of relevant project proposals inventory; Belgrade Fund for Political Excellence (BFPE) in implementing the long-term project on Strengthening Public Dialogue on Sustainable Energy Use in the Region of SEE; Friedrich Ebert Stiftung and Heinrich Boll Stiftung in organizing relevant events and others.

### *Impact-effects-sustainability*

A variety of links and mutual conditionality between the infrastructure development and other RCC priority areas pointed out the need for promoting more integrated approach and increased coordination and cooperation with diversified spectrum of interested stakeholders, primarily local communities and CSOs.

## **II. Short term and beyond 2013 assessment**

Having primarily complementary role to the activities of the existing regional structures, the RCC demonstrated ability to recognize priority needs and gaps and filled them in proactive way, cooperating with relevant partners.

In the RCC SWP 2011-2013, the need for promoting integrated approach and strengthening inter-sectoral cooperation has been already well recognized. In the future, RCC should establish better cooperation between different units of the RCC Secretariat in order to deal with a variety of multidisciplinary topics (for example: social repercussions of infrastructure reforms, science and technology development related to more sustainable infrastructure, education and training for more sustainable infrastructure as the crucial prerequisite for “green economy”, advanced financial instruments for developing infrastructure, security issues related to the strategic infrastructure, good governance and transparency in the field of infrastructure particularly taking into account its capital intensity and high level of corruption, etc.). In that way, the RCC would increase its capacity to strengthen cooperation and coordination between different regional cooperation frameworks and players.

### 3. Justice and Home Affairs

In 2011, the strategic choice focussed on main regional challenges: combating organised crime, fighting corruption, migration and refugees return, bringing sustained improvements to the rule of law, protection of fundamental rights, and initiation of cooperation in civil and administrative matters.

#### **I. Achievements and the overall impact of the implementation**

##### **1. Coordinate the drafting and adoption of the Regional Strategic Document and the Action Plan on Justice and Home Affairs and monitoring its implementation (Objective 1)**

###### *Achievements*

RCC Secretariat initiated and coordinated the establishment of two strategic instruments covering 2011–2013. The first is the *RCC Strategy and Work Programme (SWP)* endorsed by SEECP Heads of State and Government in June 2010 in Istanbul. The second is the *Regional Strategic Document (RSD)* and its *Action Plan* endorsed by the SEECP Ministers of Justice and Interior in March 2011, in Budva.

Under the RCC Secretariat coordination, Budva Ministerial Declaration established the *Steering Group on Regional Strategy (SGRS)* with the task to periodically assess the implementation of the Action Plan, review and consolidate the strategic choices, design the reporting mechanism on regional activities and monitoring tools to assess the level of regional cooperation. Sarajevo *Joint Meeting of SGRS and IPA Multi Beneficiary Strategy Working Group on Justice and Home Affairs* continued the efforts initiated for coordination and strategic integration of RCC's activities with the programmes and strategies aimed at EU enlargement in the Western Balkans. *SGRS* Belgrade meeting approved the *Monitoring and Evaluation Mechanism (M&EM)* as the regional tool to annually assess the level of cooperation and entrusted RCC Secretariat to collect and centralize data relevant for regional cooperation, and periodically report on the progresses and regional strategy implementation. Triggering the implementation of the Conclusions of the 3<sup>rd</sup> Regional Ministerial Conference, *SGRS* decided on the measures to enhance the level of regional cooperation in the area of assets recovery and mutual legal assistance in civil and criminal matters.

###### *Impact-effects-sustainability*

Drafted over the course of two years of multilateral and multi-disciplinary consultations, the *RSD* for the first time shaped a strategic framework covering the SEE region. The *RSD* endorsement by the SEE interior and justice ministers conferred regional political value and ownership, a clear, unequivocal view on the region's priorities, challenges and needs, and contributed to the orientation and harmonisation of programmes and activities at the regional level.

*SGRS* marks the creation of regional mechanism for consultation and periodic review of the strategic determinations, regional challenges and priorities identified in the *RSD*. Under the RCC coordination, *SGRS* is the experts' forum harmonizing national, regional and international actions at four levels: strategic, legal, project implementation and operational. The joint implementation with EC (MB IPA), EJM, Council of Europe, UNODC, OSCE, IOM, Interpol and others enabled SEE to deal effectively with the immense challenges in justice area and at the

same time to advance on the path towards the European and Euro-Atlantic integration of the WB countries.

*M&EM* represents the unique tool for *SGRS* to manage monitoring of the *RSD* implementation, identify new challenges and directions for action and assess impact and progress in regional cooperation. *M&EM* annual reports will strongly influence the assembly of processes and activities in JHA area in SEE.

#### *Lesson learned*

In a regional environment populated by a multitude of strategies, programmes, action plans and projects, RCC developed a holistic strategic vision. The *SWP* focuses on a limited number of targeted actions, identified as the regional needs and priorities in which RCC can provide added value. The *RSD* gives a convergent, integrated and coherent guidance, facilitating the harmonisation of donors' and stakeholders' activities, avoiding overlapping and duplication. In order to reflect coherency and coordination in regional cooperation, *SWP* is at the core of the *RSD* and both documents are jointly implemented by RCC, national authorities, regional and international organisation active in the region.

#### *Recommendations*

Under the RCC coordination, permanent participation of the *SGRS* is needed in the consultations on strategic determinations of MB IPA, Danube Region Strategy, UNODC, OSCE.

## **2. Strengthening judicial and prosecutorial cooperation in criminal matters (Objective 2)**

#### *Achievements*

RCC, in cooperation with SEECF Chairmanship-in-Office, facilitated and participated in the establishment of Expert Group on regional instrument for mutual legal assistance in criminal matters, the so-called "Regional Arrest Warrant". A Regional Network of Judges and a Regional Judicial Atlas is considered to be established in the Western Balkans.

The Regional *Conference of the Supreme Court Presidents and Chief Prosecutors* represented the transition towards the implementation of activities provided by the regional strategies. RCC supported the process of establishing the regional cooperation platform bringing together the highest exponents of the judiciary: Supreme Courts Presidents and General Prosecutors.

RCC Secretariat became not only the supporter of EC strategies, but also an active partner in the implementation of ongoing projects financed under EC MB IPA: ILECU's and DET ILECU's II, WINPRO, WB Prosecutors' Network, and IPA-MB project on transformation of SECI Centre into SELEC.

RCC became a dynamic partner, strategic guide and coordinator for all the SEE regional organisations and networks: MARRI, RAI, PCC-SEE Secretariat, SELEC, SEEPAG, SEPICA and RACVIAC.

RCC, SELEC, UNODC and UN Counter-Terrorism Executive Directorate (CTED) organised periodic regional conferences and workshops on anti-terrorism in SEE.

To address the lack of coordination at the level of project implementation in the field of police cooperation, RCC Secretariat actively contributed to the establishment of the *Western Balkan Network on the Police Developmental Aid (Treptower Group)*, under the auspices of the German Federal Police.

#### *Impact-effects-sustainability*

In the realm of police, law enforcement, prosecution and courts cooperation, progress has been obtained in the promotion of direct communication and exchange of information, consolidation of mutual trust and coordination among regional, EU and international actors within the existing regional legal and organisational framework.

A high level and an expert level regional mechanism has been created to regularly debate on closer judicial cooperation, police operations, police and prosecution activities in criminal investigations, sharing information on issues affecting the police, prosecution and court services.

#### *Lesson learned*

The strategy implementation triggered the necessary processes to achieve structural balance between police, law enforcement and judicial (prosecutors and judges) cooperation. In order to build the missing link, namely to create a multilateral instrument for mutual legal assistance in criminal matter, the EU model can take the form of a regional arrest warrant.

#### *Recommendations*

To successfully continue the harmonisation process at the legislative level, RCC budget must specifically allocate amounts for the periodic meetings of working groups and finance the establishment and implementation of the envisaged “Regional Arrest Warrant”.

### **3. Support existing initiatives in the area of the fight against corruption (Objective 3)**

#### *Achievements - results*

With RCC Secretariat conceptual and financial support, the *Integrity Experts Network (IEN)* responsible for conflict of interest prevention and assets declaration has been established within the *Regional Anti-Corruption Initiative (RAI)*. The Network serves as a platform for policy making, exchange of information, experience and best practices between the practitioners in the area.

Under the Montenegrin Chairmanship-in-Office of the SEECP, RCC and RAI established the periodic *Meeting of the Directors of National Institutions and Agencies for Combating Corruption and Organised Crime* of the South-East European Cooperation Process (SEECP).

RCC prepared the project financed by the US State Department on the establishment of *SEE Judicial Training Network (SEEJTN)* as a platform for anticorruption integrated legal education in the region based on a common forum of cooperation between RAI and SEELS in partnership with GIZ.

#### *Impact-effects-sustainability*

A specific effect consists in addressing the anti-corruption activities at regional level rather than at national one by establishing regional network of experts and initiating projects, thus creating

integrated and multidisciplinary platforms for anticorruption actions based on the cooperation among RAI, SEELS, RACVIAC, OSCE and Council of Europe, in partnership with GIZ.

#### *Lessons learned*

Structured multidisciplinary and interagency regional framework cooperation is essential for anticorruption. RAI is best placed to achieve this; however, it cannot act in isolation but in close partnership with RCC and other regional actors.

#### *Recommendations*

RAI has to become able to polarise and in a more visible way lead anti-corruption activities in SEE.

### **4. Supporting MARRI in strengthening its capacity (Objective 4)**

#### *Achievements - results*

RCC Secretariat, MARRI and SEECF co-organised the activities of the *SEECF Heads of Consular Services Network*. Regular meetings of the Network offered a platform to exchange ideas and viewpoints on mutual representation in consular matters in third countries, common standards on visa issuance, facilitating the readmission process and the return of irregular migrants.

The establishment of the Regional Network for cooperation and information exchange of the border police crossing points from the international airports improved the capacities of MARRI and SEPCA Member States' national authorities to address issues of irregular migration, trans-border crime and terrorism on sustainable and permanent basis. The project, financed by the Swiss Agency for Development and Cooperation, is developed in partnership with MARRI, SEPCA and PCC-SEE.

For the first time MARRI participated in the implementation of an EC project "*Migration for Development in the Western Balkans*" financed under IPA MB Programme, as a partner with IOM. The main output of the project is the establishment of regional cooperation network among Migration Services Centres in the WB in order to facilitate the entry of potential migrants to the labour markets in the EU and reinsertion of returning skilled migrants.

#### *Impact-effects-sustainability*

With the support of RCC, MARRI was able to achieve regional engagement in supporting the measures adopted by the European Union aimed at tackling irregular migration, readmission and return of unfunded asylum seekers.

#### *Lesson learned*

The process initiated by the RCC consisting of regular consultation with regional organisations in the drafting and implementation of direct involvement contributed to the emergence of concrete results beneficial for countries in the region.

#### *Recommendations*

Projects targeting the problems of migration in the EEA should receive more attention from the IPA MB.

## **5. Initiate regional cooperation in private and civil matters and in protection of fundamental rights (Objective 5)**

### *Achievements - results*

RCC contributed to the establishment of the *Marshall Centre Alumni Association for Southeast European Security – MCAASEES*. The Association could serve as a high level regional forum for debating and discussing the cross-cutting issues between security, justice and home affairs, contributing to the greater general understanding of the Euro-Atlantic accession and membership.

RCC built the partnership with International Association of Refugee Law Judges, the Association of European Administrative Judges and GIZ.

The establishment of the *South East European Law School Network (SEELS)* in Skopje strengthen institutional capacities of the participating countries in training legal practitioners, judges and public prosecutors and represents further development of the ongoing regional process of Higher Education Reform and very positive example of donor assistance which was widely coordinated with all beneficiaries and regional organisations.

RCC, in cooperation with the SEECF Chairmanship-in-Office, facilitated and participated in the establishment of regional expert team with a task to propose the best solutions related to the Convention on jurisdiction and the enforcement of judgments in civil and commercial matters, the new Lugano Convention.

Under the RCC coordination, SGRS, in cooperation with RACVIAC, decided on the establishment of working group on exchanging information and sharing best practices at the regional level regarding the protection of fundamental rights within justice and security cooperation areas.

### *Impact-effects-sustainability*

Under the RCC coordination, SGRS managed clotting the initiatives of national authorities, professional associations of the judiciary, regional and international organisations and the establishment of regional forums for dialogue on cooperation in civil matters and fundamental rights.

### *Lessons learned*

Using the SGRS platform, RCC was able to initiate combined and coordinated consultations among national judicial authorities and professional organisations which triggered the regional cooperation process in the fields of civil matters and fundamental rights.

### *Recommendations*

To successfully continue the initial phase of cooperation, RCC budget must specifically allocate amounts for periodic meetings of the regional expert group and finance the establishment and implementation of the envisaged “Regional Convention on Cooperation in Civil and Commercial Matters”.

## **6. Cross-cutting issues (Objective 6)**

### *Achievements - results*

Annual Coordination Conference organised by RCC identified several areas of convergence and complementarities between justice and security cooperation: cyber crime - cyber security; procurement of services and goods for defence and security; intelligence sharing; counterterrorism; protection of fundamental rights and increased involvement of civil society.

### *Impact-effects-sustainability*

The convergences and cross-cutting issues existing between justice and security cooperation raised the need of closer coordination at national and regional level among law enforcement, judicial, intelligence and security structures.

### *Lessons learned*

Development of integrated regional activities in cross-cutting issues becomes critical due to the intrinsic and globalised links between justice, security and good governance.

### *Recommendations*

The efforts should be directed to enhance the convergence, complementarities and growth of reciprocal support among RCC priority areas.

## **II. Lessons learned**

The first year of RCC Strategy implementation contributed to the increase of coherence and complementarity of fundamental regional processes, mechanisms and networks, harmonized different strategic approaches, strengthened cross-border inter-institutional trust and direct cooperation in the area of justice and home affairs.

The elaboration and political endorsement of the *Regional Strategic Document (RSD)* and *Action Plan* in March 2011, creation of the *Steering Group on Regional Strategy (SGRS)* and commissioning of the *Monitoring and Evaluation Mechanism (M&EM)* are of crucial importance for both programming process and implementation mechanism till 2013 and beyond. The relevance of this endeavour is already highly esteemed since no development and no progress in the enlargement process is possible in the absence of the rule of law, security and justice.

The main barriers which are gradually overcome at regional level consist in fragmentation, lack of coordination, diminished institutional capacity and uneven development of areas of cooperation.

Regional cooperation structures are well-known to the central authorities but few of the law practitioners actually know how to resort to tools that are available.

## **III. Recommendations**

Beyond 2013, efforts should be directed to enhance the convergence, complementarities and growth of reciprocal support among regional mechanisms. First, the cooperation between regional structures, especially those with judicial powers, has to exceed the central authorities, knowing that the level of direct communication is essential for efficient judicial cooperation and mutual trust. Second, the emphasis has to be placed on development of integrated regional

activities in cross-cutting issues between justice and security; fundamental rights, justice and security; anticorruption - procurement, money laundering and environment, infrastructure and energy; legal professions and education; anticorruption – integrity and good governance, public administration, parliamentary cooperation and business environment.

## **4. Security Cooperation**

Overall security and political stability have improved in South East Europe in the past decade, with seven countries being members of the North Atlantic Treaty Organisation (NATO) and five participating in the Partnership for Peace (PfP) programme. Currently four RCC members from South East Europe are members of the EU, which plays its own role through its security structures and through the European Security and Defence Policy (ESDP) activities. The increased number of NATO countries in the region, as well as the closer links with the EU, including the signing of the Accession Treaty for Croatia, created new responsibilities for the SEE countries and the need for strengthening the regional cooperation. In this respect, the objectives and activities planned by the SCU in the RCC SWP 2011-2013 fitted perfectly in the regional security cooperation context.

### **I. Achievements and the overall impact of the implementation**

#### **1. Security and Defence Cooperation (Objective 1)**

##### *Achievements*

In its Strategy, the RCC identified the need for building administrative capacities in security sector, continuing defence conversion and disaster risk reduction, as well as continuing reforms in order to meet the criteria, where applicable, for European and Euro-Atlantic integration and to strengthen multilateral cooperation in this area.

With the adoption of the RCC SWP 2011-2013, the SCU finalised the analysis of the entire spectrum of security cooperation initiatives and activities developed within different formats, *Overview of Regional Initiatives and Task Forces in SEE in Security Area*, identifying the national and regional institutions, as well as the way they interact at regional level, both among themselves and with the international partners. International and regional partners have been consequently included in this mapping process that has become a platform for the streamlining process. The Overview identifies the main activities developed by all international and regional actors, their focuses, their roles, output of their cooperation, and their achievements. Based on this analysis, the SCU determined the shortfalls, gaps and other segments/areas which should be promoted in order to fulfil the goal of achieving stability in security cooperation, transparency in the security environment and confidence building.

Based on this analysis, RCC Secretariat's SCU envisaged streamlining, facilitating and supporting development of regional mechanisms with low-cost activities and high impact on regional confidence building. These mechanisms are not meant to be 'structures'; they are mutually accepted by the beneficiary countries as specific institutional forums for exchange of information and security experience, knowledge and lessons learned. These mechanisms allow participating institutions to find the fields of mutually needed and accepted assistance, to identify and address common challenges, and build regional cooperation for the benefit of the institutions, countries and the region. All these aspects made possible for the established

mechanisms to be able to work and function as fully regionally owned. This has been achieved with full support of the European and Euro-Atlantic establishments working in the same fields, such as NATO, the General Secretariat of the EU Council and the European External Action Service and in compliance with their policies.

An important aspect of the RCC SWP is the streamlining of RI&TF. In the Security Cooperation field this is not a matter of closing or merging RI&TF, it has been more a matter of contributing to building operational links between RI&TF in the security and defence cooperation sector, thus identifying ways to avoid existing overlap. This effort has been concentrated mainly on the activities of the RI&TF (SEDM, SEEC, A5, RACVIAC, DPPI and SEESAC) motivating them to join efforts in the implementation and resource distribution in project implementation, excluding any overlap of activities. This process is an on-going one and will continue in the years to come as the need for new projects evolves.

Another aspect of security cooperation is the direct and indirect link to the level of Security Sector Reform in each SEE country and the involvement of National Armed Forces in different UN Peace Support Operations. The SCU analysis clearly showed that SEEC, A5, PSOTC and in some aspects RACVIAC, in close cooperation with NATO HQ and other NATO member countries, have developed and are successfully implementing activities covering this field. RCC Secretariat's role was then respectively concentrated on monitoring, assessing and supporting their activities, and putting them in operational link.

The practical expression of the “streamlining” and “operational linking” differed with the specific RI&TF in the spectrum of Agreements, MoUs, Joint Statements and other forms of joint work. During the implementation process, the SCU experts noticed that the role of the RCC in security cooperation area has been not only to facilitate the regional cooperation, but also to initiate or improve the inter-institutional cooperation at national and regional levels through the regional mechanisms created. Moreover, the bilateral dialogue has been facilitated and bilateral negotiations initiated within and as a consequence of the regional cooperation mechanisms created. Furthermost, it can be considered that one of the achievements in this respect is the improvement of intra-institutional and inter-institutional dialogue and exchange of information on activities at national and regional levels.

After one year of implementation of the RCC Strategy and Work Programme for 2011 – 2013, the following mechanisms have been developed or initiated in the Security Cooperation priority area:

- The **South East European Military Intelligence Chiefs (SEEMIC)** is a forum of high level military intelligence officers from the region that allows for networking, building relationships and strengthening trust as a basis for furthering cooperation in the intelligence area. The Forum that began in 2009 with a meeting of the chiefs of military intelligence services in Bucharest has been realised with the support of the Director of the European Union Military Intelligence Staff. The Statement on Cooperation has been already signed by the military intelligence chiefs of 11 SEE countries in 2010, in Belgrade. It outlines the scope of regional cooperation in the intelligence area. At the 3<sup>rd</sup> SEEMIC, the procedures, TOR and SOP were adopted. The first regional common intelligence assessment is to be produced in 2012. The EU will provide the SEEMIC countries with the necessary software for a protected communication exchange.

- The **Forum of South East European National Authorities on Information Security (SEENSA)**. The first meeting took place in May 2011 in Sofia. A WG was created to assess priorities and develop procedures for cooperation. The second SEENSA meeting is planned to take place in Slovenia, in spring 2012. This initiative showed that it is worth pursuing the NSA willingness to assist the institutions involved in national security, according to the common will of the Heads of SEE NSAs, to find solutions for exchanging classified information on a regional basis, in cooperation with the NATO Office for Security and the Security Office of the General Secretariat of the EU Council and according to rules commonly accepted, in compliance with the NATO and EU standards.
- The **South East European Counter-Intelligence Chiefs Forum (SEECIC)**. Since 2010, the SCU has been working on launching this mechanism and it is planned to have its first meeting towards the end of 2012.
- The **South East European Defence Policy Directors Forum (SEEDPD)**. Since the first meeting that took place in 2009, the SCU, in close cooperation with South Eastern Europe Clearinghouse (SEEC - Forum for Western Balkans Defence Cooperation), has been working on expanding the format and securing all-inclusiveness. It is expected that in 2012 a second meeting in the wider SEE (RCC) format will take place. SEEDPD will provide the possibility for each Defence Ministry/General Staff to participate actively and benefit from the regional defence cooperation planning.

The streamlining mandate of the RCC can only be implemented by the SCU through actively participating in all different formats established in the region (SEDM, SEEC - Forum for Western Balkans Defence Cooperation, US-Adriatic Charter (A5)) and building common understanding on the specific activities they are focused on. The streamlining process in this area cannot be done by an external organisation only, even a regional one like the RCC. It has to be done by the common understanding and will of all partners in all these formats based on the consensus, primarily as to where to focus their resources in regional cooperation. The SEEDPD is the format where all these issues could be addressed in an effective and appropriate manner. In 2009, there was a wider interest from the countries that were not included in any of the already existing formats for SEEDPD, but less interest from the countries participating in them. After two years, in 2011, the need to have a wider format emerged based on the new realities in the region, as an overall understanding of the complex problems in the wider context, both involving EU and NATO.

- The initiated **SEE Regional mapping and establishing a Registry of NGOs** working on security and defence issues is expected to facilitate inclusion and participation of Civil Society organisations across the region in security and defence cooperation activities. With the understanding that civil society organisations should be the key actors and principle leaders in achieving this goal, RCC Secretariat extended full support to the Belgrade Centre for Security policy which created a Consortium of NGOs from SEE and has successfully implemented the project.

#### *Lessons learned*

Through intensive consultative work achieved within the exiting frameworks (NATO, EU GS, Southeast European Defence Ministerial – SEDM and others), the RCC Secretariat SCU built on the positive achievements with a clear understanding that the specific characteristic of security

cooperation area do not allow having ‘gaps’ in the process. Thus, the implementation of the RCC SWP helped security cooperation development through:

- Being endorsed by the SEECP Heads of State and Government, hence giving more leverage to the SCU work, especially in relation to sensitive issues;
- Providing more coordinated approach, addressing the entire complexity of the regional cooperation challenges in an inter-connected manner;
- Helping identify horizontally connected issues and plan the activities in the wider context of regional cooperation.

An important lesson learned is that regional cooperation is not something that could be defined as ‘self-existent’, but rather as a sum of readiness, mutually acceptable commitments and interests, mostly national ones. There is no ‘regional security interest’, but ‘national interests in a regional context’. Therefore, continuous institutional consultations have been used as the instrument in reaching consensus, building upon different national interests, and finding the common denominator. It is especially the case in the phase of initiating activities and finding solutions for issues of disagreement. These consultations with each of the institutions of RCC SEE Members represented an agreed security cooperation mechanism serving as the instrument for convincing partners, both international and regional, to put the implementation of the strategic goals and objectives in practice and to obtain the necessary agreement for the SCU actions. It helped agreeing on what has been identified and proposed in the SWP 2011-2013 and in reaching consensus on the implementation process.

#### *Recommendation*

Constant political commitment, combined with a better understanding of security issues within the region needs to be reached among the regional actors, SEE countries and regional establishments. Better security environment and higher confidence building measures accepted by the SEE countries are an essential prerequisite for all other forms of regional cooperation in any other area. In this respect, security cooperation activities planned in the RCC SWP do not “fly alone” without a clear understanding and support from the political perspective, providing political weight to the benefits of the specific regional forms of institutional cooperation (such as SEEMIC, SEENSA, SEECIC, etc.) and further promoting them.

## **2. Disaster Risk Reduction (Objective 2)**

#### *Achievements*

Concerning the disaster risk reduction area specifically, the fact that South East Europe is highly vulnerable to natural and, in some cases, manmade disasters with cross-border impact enhances the rationale described in the RCC Strategy for strengthening cooperation in order to prevent disasters and/or deal with the effects.

Following the RCC SWP implementation, the SCU efforts are mainly focused on further stabilizing and institutionalizing the Disaster Preparedness and Prevention Initiative (DPPI) as a fully regionally owned initiative covering the full variety of regional activities in the Disaster Risk Reduction (DRR) area. Cooperation in this field is also an important part of the European integration process. Cooperation with the World Bank in the SECE CRIF implementation is now limited to monitoring the project implementation.

### *Lessons learned*

Objectives chosen are more in the support and monitor actions rather than developing new mechanisms. In spite of this, RCC SWP envisaged supporting SEE countries in deepening cooperation in Joint Fire Fighting. Nevertheless, like in any other in this field too it is possible to achieve only what relevant number of countries are motivated to support. Thus the initial proposal for a Joint Fire Fighting Regional Network of Centres (SEEFREC) did not receive the necessary level of mutual acceptance and at this stage is put on hold.

## **II. Lessons learned**

During the first year of implementation of the RCC SWP, RCC Secretariat planned and executed activities which proved to be the right choice measured by the willingness of SEE countries to participate and benefit from them.

Effectiveness and relevance of the SWP is to be measured exclusively to the extent of acceptance and mutual benefits achieved by the SEE countries participating in each activity. From this perspective, the fact of having a substantial majority of the SEE countries taking part and directly financing their participation is a proof of relevance of each activity and a guarantee for its sustainability.

The measurable indicator of impact of each activity is assessed on the basis of their contribution to the confidence building in SEE. The fact that RCC managed to motivate some of the most sensitive security institutions to develop mutually beneficial cooperation is a great success for itself.

The South East Defence Ministerial Statement of September 2011, where ministers of defence stated that duplication of efforts must be firmly prevented, is the formal result of the work of RCC Secretariat in motivating for the necessity of the streamlining process.

SCU activities were achieved with the full support of NATO and EU. This is a proof of the right choice of activities contributing to the European and Euro-Atlantic integration of the region.

## **III. Recommendations**

In the following two years of implementation, focus should be given to consolidation of the specific mechanisms of cooperation in the security priority area and linking them with the political “chapeau” at national and regional level, providing for support, mutual benefit and confidence building. This will be achieved by developing these activities which will embrace cross-cutting structures in the framework of the RCC SWP.

## **5. Building Human Capital**

### **I. Achievements and the overall impact of the implementation**

In the area of Building Human Capital, RCC Secretariat has achieved all the objectives comprised in the RCC Strategy and Work Programme 2011-2013, in the first year of its implementation. This was accomplished mainly by establishing efficient communication with both national institutions and international partners. Positive climate for implementation and further development of proclaimed projects was developed due to growing awareness that the

capacities of the region to face future challenges should be more rooted in its knowledge, assisted with new scientific sectors and technological breakthroughs, based on the solid grounds of reformed education systems.

Although many chapters have been opened, there is still a lot of opportunities to be seized. RCC and other regional initiatives and organisations need to develop a more coherent and result-oriented approach in order to provide tangible added value to common goals of the countries.

### **1. Taking over coordination of Ljubljana Process (Objective 1)**

#### *Achievements*

A number of activities have been taken in order to establish the RCC Task Force on Culture and Society, the mechanism which would enable the RCC to take a role of the coordinator in the new phase of Ljubljana Process: the RCC Board made a Decision on establishment of the Regional Cooperation Council (RCC) Task Force on Culture and Society (TF CS); ministers of Culture from SEE, RCC, European Commission and Council of Europe nominated their representatives to the membership of the Task Force; the Protocol between the Government of Montenegro (host country of the TFCS Secretariat) and the RCC Secretariat on the Host Country Arrangements for the Secretariat of the RCC TFCS was signed; decision was made on the appointment of 3 members of the TFCS Secretariat; the contracts for the II phase of Ljubljana Process between the EC on one side, and RCC and CoE on the other were signed, and implementation of the project worth EUR 1.6 million started.

The Constitutive Meeting of the RCC Task Force on Culture and Society (TFCS) was organised by the RCC Secretariat in Cetinje on 22-23 June. It marked the establishment of the RCC TFCS, the opening of its Secretariat based in the premises of the Ministry of Culture of Montenegro in Cetinje and the appointment of the TFCS Chair and Co-Chair. Regular working consultations between the RCC Secretariat and the Secretariat of the TFCS were established on the daily basis. First Working Meeting of the TFCS adopted major documents of the TFCS necessary for efficient implementation of the project.

#### *Impact-effects-sustainability*

The RCC TFCS will promote regional cooperation in the area of culture by creating a platform for dialogue of relevant stakeholders and its goal is to maximize the benefits of investment in culture through contribution to sustainable economic and social development. Its main and initial task is successful implementation of the Ljubljana Process II. Just few months after its establishment, RCC TFCS received additional EUR 0.5 mil from European Parliament for realisation of additional project-related activities.

#### *Lessons learned*

Involvement of different governmental structures of the countries from the region, European and regional organisations resulted in establishment of the efficient, regionally owned structure, able to perform efficient implementation of the regional project of joint concern. The RCC developed the model for this regional structure and coordinated the process of putting this idea into practice, with the support of the EC and CoE and active involvement of national institutions. The whole exercise was done in accordance with the relevant international and national regulations. This process required proper planning, respect of agreed deadlines, but most of all precise and open

communication among the main stakeholders. Available funding was the cornerstone for successful start-up of the project.

#### *Recommendations*

RCC Secretariat should continue assisting and promoting newly established TFCS. TF ability to successfully implement Ljubljana Process II will increasingly rely on the role of governments from the region. National TFCS members should take more dynamic role in the process, not only as active participants at the meetings, but as partners coming up with new ideas and financial incentives for realisation of the first common goal. This approach will enable the new regionally owned mechanism to provide maximal benefit to its members in the implementation of the mentioned project, but also in development and realisation of other result-oriented regional projects in the area of culture.

## **2. Support to education reform, with emphasis on higher education (Objective 2)**

#### *Achievements*

RCC Secretariat played an important role in developing the project titled “Building Capacity for Structural Reform in Higher Education of Western Balkan Countries” (STREW). STREW aims to facilitate further advances in effective higher education structural reform in the WB region and its coherent convergence towards European Higher Education Area. The project is worth EUR 1 million and it is financed from the regional dimension of the EU TEMPUS Programme. Project is coordinated by University of Novi Sad, and it was launched in January 2011. The RCC is co-chairing Steering Group of the project.

RCC Secretariat continued cooperation with other regional and European mechanisms in the related area. RCC participated at the Task Force Fostering Building Human Capital annual meeting and took part in its Mobility Programme. As a member of ERI SEE Governing Board, RCC advised on and supported the process of institutionalisation of ERI SEE and its Secretariat. With the assistance of Regional School for Public Administration, European Training Foundation and Council of Europe, RCC Secretariat organised the first Regional Training of Education Inspectors, in Danilovgrad, Montenegro, on 5-7 October. The event provided an insight into different modules determining the role, status, competencies and activities of education inspectors in South East Europe and offered an opportunity for professional development and training.

#### *Impact-effects-sustainability*

STREW Project improves the process of sharing experience regarding higher education reform and development of the qualification systems in the countries of the region, with the help of EU Member States, aiming to strengthen capacities of administrators and policy makers in the respective institutions. It aims to directly involve all relevant parties in the region in finding feasible joint solutions for the current challenges in higher education reform.

#### *Lessons learned*

One of the important outcomes of the STREW project is the expressed commitment of universities from the region to enhance regional cooperation in doctoral education, namely to promote and support mobility of doctoral candidates, develop infrastructure for mutual recognition of awarded doctoral degrees and initiate exchange of post-doctoral researchers. Based on the experience with the STREW project and bearing in mind obvious benefits from direct

regional ownership over the implementation processes, we noticed an urgent need for establishment of an efficient regional mechanism, capable to develop, but above all to implement, regional projects in the area of education. Unfortunately, RCC Task Force Fostering and Building Human Capital does not have a mandate of an implementing agency. On the other side, Education Reform Initiative of SEE has still to overcome some issues related to the creation of its Secretariat and transition of its seat from Croatia and Serbia.

#### *Recommendations*

Apart from following the implementation of launched projects, RCC Secretariat should continue to promote and develop other important project ideas, together with international partners and national institutions, in various thematic areas of great interest for the countries from the region. Some of these topics have been initiated by the RCC, certain number has been tackled by other organisations, but these efforts should be streamlined and concretised through development of sustainable regional projects with high impact. There is an evident interest of EU and other donor institutions to fund projects dealing with different areas of education, and establishment of capable regional implementing mechanism is urgently needed.

### **3. Development of Regional Strategy for Research and Development for Innovation for the Western Balkans (Objective 3)**

#### *Achievements*

RCC Secretariat focused its efforts on development of the project titled “Regional Strategy for Research and Development for Innovation for Western Balkans (RSRDI)”. RCC organised and chaired a number of preparatory events/workshops including the official launching of this two-year project, in Belgrade, in November 2011. The aim of the project, funded with EUR 1.5 million from MB IPA, is to develop a Strategy that will interconnect research institutes, pool their resources, train scientists and transfer knowledge with the aim to increase regional competitiveness. RSRDI decision-making structure, developed under the auspices of RCC, gathers representatives of research ministries as well as the World Bank, European Commission and RCC Secretariat. This body will provide guidance on the use of available resources and supervise its implementation, having the ultimate responsibility to draft this Strategy on behalf of the beneficiary entities. The group will be advised by a panel of regional stakeholders composed of one representative of the higher education institutions, one representative of the research institutes and one representative of the private sector per beneficiary, and international experts.

#### *Impact-effects-sustainability*

RSRDI will encourage endeavours to raise the political profile of research and innovation at national level, and increase investment in research capacity in the region. First half of the two-year technical assistance project will focus on knowledge sharing and preparation of the draft Strategy as well as country action plans by the beneficiary entities. The remaining twelve months would be dedicated to the consultation/dissemination of the draft Strategy among the different stakeholders in the region and preparation of the final draft Strategy and action plans.

#### *Lessons learned*

Western Balkan countries should become more familiar with the new, integrated funding system of the EU research and innovation policy, namely the Innovation Union and Horizon 2020. Mentioned tools will cover all research and innovation funding in Europe, including the Western

Balkans. Establishment of the regional mechanism for doing research on the modalities of participation of countries from the region in these and other available programmes, and preparing and assisting implementation of significant regional projects would be of concrete benefit for the enlargement countries in pooling their strengths together for the sake of better use of the existing EU funds towards building their own capacities.

### *Recommendations*

If the results of implementation of RSRDI and other related ongoing and future projects are to become tangible and sustainable, there are two main avenues which need to be built and maintained: i) increasing investment in science and research; and ii) strengthening interconnection among science, education and business. Achieving these two goals is crucial in order to make the best use of science and research in generating sustainable economic growth and new jobs.

## **II. Lessons learned/Recommendations**

- 1) In order to be able to respond appropriately to the challenges of recently emerged reality of result-oriented regional cooperation, RCC Secretariat should improve its capacity in developing and managing regional development projects.
- 2) Bearing in mind positive circumstances for both developing and financing regional projects dedicated to building human capital, increasing the number of RCC Secretariat officials working in the related area would bring fast and substantial results in number of developed and launched regional projects.
- 3) Regional organisations and initiatives should be restructured with a view to become efficient and transparent regional mechanisms, capable to efficiently implement regional projects, to the benefit of the countries in the region.

## **6. Parliamentary cooperation**

### **I. Achievements and the overall impact of the implementation**

#### **1. Assisting the development of the parliamentary dimension of the SEECP (Objective 1)**

##### *Achievements*

Representatives of the RCC Secretariat participated in all meetings of the SEECP Parliamentary Dimension Working Group, organised by the Parliaments of Montenegro and Serbia, on behalf of the two consecutive SEECP Chairmanships-in-Office. Working Group meetings discussed the elaboration of two potential models of SEECP PD institutionalisation: establishment of a SEE Parliamentary Assembly or creation of the Parliamentary Conference.

The Conference of the SEECP Speakers of Parliaments, organised by the Montenegrin SEECP Chairmanship-in-Office, reaffirmed the commitment for strengthening inter-parliamentary relations among the SEECP Participating States and adopted the Final Declaration of the 9<sup>th</sup> Conference of the SEECP Speakers of Parliaments. Important role of the RCC is recognized in the Final Declaration.

### *Impact-effects-sustainability*

Under the auspices of the SEECF parliamentary dimension, two analyses, prepared by Turkey and Bulgaria, were completed. They list the advantages of the proposed solutions to be discussed during the next Working Group meetings. RCC Secretariat will continue to work towards strengthening parliamentary cooperation in SEE in line with the RCC Strategy and Work Programme 2011–2013.

### *Lessons learned*

Parliamentary cooperation in SEE needs to be streamlined and directed towards strengthening capacities of the main legislative bodies in fulfilling their various important roles in state governing systems. There are different positions among the parliaments in SEE on the optimal module for parliamentary cooperation, expressed by their national coordinators. Opinions heard from the representatives of parliaments are mainly based on political positions and not on realistic, result-oriented and financially sustainable projects.

### *Recommendations*

Regional stakeholders – National Parliaments, RCC, Regional Secretariat for Parliamentary Cooperation, SEECF C-i-O, and international partners such as European Parliament and European Commission should join efforts in developing more realistic and result-oriented approach in order to bring added value of cooperation among the main national legislative bodies.

## **2. Assisting the institutionalisation of Cetinje Parliamentary Forum (Objective 2)**

### *Achievements*

Crucial outbreak for streamlining and strengthening parliamentary cooperation in the region was introduction of the new intention of the European Commission to include parliamentary cooperation, for the first time, in the framework of the Multi-Beneficiary IPA Strategy 2011-2013. RCC Secretariat and DG Enlargement co-organised events gathering Secretary Generals and Chairpersons of the Committees for European Integration of National Parliaments of the Western Balkan countries and Republic of Turkey for the purpose of creation of the regional parliamentary project under the framework of the existing network for cooperation, Cetinje Parliamentary Forum. The idea was initiated and promoted by the RCC Secretariat in accordance with the RCC Strategy and Work Programme 2011-13. Discussions among the experts from the National Parliaments, RCC Secretariat and EC resulted in finalisation of the regional project *Parliamentary Cooperation in the Western Balkans and Turkey - Support to the Cetinje Parliamentary Forum*. The project, which is to strengthen the role, presence and effectiveness of Parliaments in the region in the EU integration process, is worth EUR 1 million. Its implementation will start in the second half of 2012.

### *Impact-effects-sustainability*

Opening possibility for funding regional project on parliamentary cooperation in 2012 by MB IPA with the aim to foster systematic cooperation among the parliaments from the region was recognised as the optimal format for implementation of well-structured and efficient regional parliamentary project.

### *Lessons learned*

The role of the RCC Secretariat in fine-tuning the most important parts of the project was substantial. Other elements of the RCC involvement, such as active lobbying and managing correspondence among the stakeholders, improved the awareness on the importance of certain kind of a “mediator” to deal with various interests of related parties.

### *Recommendations*

Cetinje Parliamentary Forum and its future Secretariat should be established as genuine, transparent, regionally owned mechanism capable to implement agreed project, having also a format of future hub for parliamentary cooperation in the enlargement area.

## **III RCC Liaison Office**

### **I. Achievements**

In the period between 1 January 2011 and 31 December 2011, the RCC LO Brussels continued to perform its tasks to represent RCC before the EU institutions and other Brussels-based stakeholders; to inform them on RCC role and activities, including on the implementation of RCC Strategic Work Programme (SWP); to lobby for RCC priorities and prepare the visits and meetings of the RCC Secretary General (SG) and the RCC Deputy SG in Brussels and assist the RCC experts in their contacts with the institutions; to provide regular and timely information and documents to the RCC Secretariat about EU decisions and discussions relevant to the region and to the RCC priority areas, as well as on major events and topics such as EU summits, Council meetings, economic and financial crisis, institutional issues, the new multiannual financial framework, Europe 2020 Strategy, Connect Europe Facility, enlargement, etc., which enabled RCC staff members to be updated on the new developments and evolutions of different EU policies with impact on the RCC mission and activities.

Special focus in this period was on the RCC LO work and activities in relation to the implementation of the RCC SWP 2011-2013, particularly through further enhancing and intensifying cooperation with the EU institutions and other relevant institutions and stakeholders, in particular the European Commission, the European Parliament, the European External Action Service (EEAS), the Presidency of the Council of the EU, and the General Secretariat of the Council (GSC). As a result, the RCC LO staff members took part in numerous meetings and events, thus contributing to the achievements of the RCC priorities.

### **1. Cooperation with the EU and other Brussels-based bodies and organisations**

#### *European Commission*

The RCC LO organised and took active part in the consultations of the RCC Secretary General with a number of high-level officials of the European Commission, including with the European Commissioner for Enlargement and European Neighbourhood Policy, the Director General for Enlargement, the Deputy Director General for Enlargement, as well as with senior officials of some line DGs of the EC. The meetings represented a valuable platform for exchanging views on the overall developments in SEE, on the regional cooperation and, in light of the EC Enlargement Package 2011-2012, its important role in the enlargement process. Also, the achievements in the implementation of the RCC SWP 2011-2013 and the political, economic and

financial challenges in that regard, the ways for further enhancing regional cooperation and strengthening the role of RCC were discussed. The RCC LO held two additional informal meetings with the Commissioner.

The LO organised a meeting of the RCC SG with the Commissioner for International Cooperation, Humanitarian Aid and Crisis Response that initiated the idea of a ministerial conference on disaster prevention, and actively participated in the follow-up preparations of the SEECF Ministerial Conference devoted to the regional cooperation in the field of disaster prevention. The RCC LO assisted in preparing RCC participation at the 15 September meeting of the Commissioner for Research and Innovation with the ministers of research and science from the Western Balkans countries.

The RCC LO has kept permanent contacts with the cabinet of the Commissioner for Enlargement and Neighbourhood Policy, and established and maintained contacts with the cabinets of the Commissioners for International Cooperation, Humanitarian Aid and Crisis Response; Regional Policy; Economic and Monetary Affairs and the Euro; and for Digital Agenda. RCC LO held several meetings with the Deputy Head of the Cabinet of the Enlargement Commissioner as a follow-up on ideas exchanged with the Commissioner.

The RCC LO has organised a meeting for the RCC Secretary General (SG) with the Director General of DG Education and Culture to exchange views on the implementation of RCC SWP 2011-2013 in the area of education and culture, and more specifically on the steps undertaken by RCC for the transfer of the Ljubljana Process to RCC.

RCC LO also organised a meeting of the RCC SG with the General Policy Director of DG MOVE and assisted in getting an invitation to participate in the meeting of TEN-T Days, SEETO Ministerial Meeting in Antwerp, whereas the RCC SG informed of the RCC's strong advocating for a regional approach to railway rehabilitation and modernisation in SEE.

A number of meetings were organised for the RCC Deputy Secretary General with the Heads of Units in DG Enlargement responsible for Enlargement Strategy and Regional Programmes respectively, as well as two meetings of the RCC Chief of Staff with the Director of Enlargement Policy and Communication to prepare the meeting between the RCC Secretary General and the Enlargement Commissioner and to discuss the implementation of RCC SWP and European Commission document *Enlargement Strategy and Main Challenges 2011-2012*.

In the period under consideration, the representatives of the LO held regular formal and informal meetings with the Director of Enlargement Policy and Communication, with the Heads of Enlargement Strategy and Regional Programmes Units of DG Enlargement and a series of operational meetings and contacts with representatives of DG Enlargement and some line DGs.

#### *European External Action Service (EEAS)*

In the period under consideration, the RCC LO established good contacts with the representatives of European External Action Service which, together with the EC, started to represent the EU in the RCC Board meetings after the entry into force of the Lisbon Treaty and maintained regular contacts with the desk officer for RCC in the EEAS.

The RCC LO organised high-level consultations for the RCC Secretary General with newly appointed Managing Director in the EEAS responsible for Russia, Eastern Neighbourhood and the Western Balkans to discuss the overall situation in the region, the role of RCC and regional cooperation and the implementation of RCC SWP.

A meeting was held with the appointed Permanent Chair of the Council Working Group on Western Balkans (COWEB) and a briefing of the RCC DSG and Chief of Staff of the COWEB group in Brussels was agreed regarding the achievements and challenges of RCC in the implementation of its SWP 2011-2013 and to exchange views on regional cooperation and the role of RCC in the region.

The RCC LO was active in informing the EEAS, the Presidency of the Council and some members of the COWEB group on RCC views on the regional cooperation part in the December conclusions of the Council.

The RCC LO also assisted the SEESAC Team Leader in his meetings in the EEAS with the official dealing with COARM, as well as with the Desk Officer for Moldova to discuss current and future activities in SEE and specifically in Moldova.

#### *Presidency of the Council of the EU*

RCC LO kept close contacts with the Hungarian and the Polish Presidency of the Council in 2011 and assisted Secretary General at the Western Balkans Forum at the level of Ministers of Foreign Affairs which was organised by the EEAS and the Hungarian Presidency on the margins of the EU's Foreign Affairs Council in order to exchange views on how to further promote the European perspective of the region and, in that context, the regional cooperation.

The RCC LO organised and took active part in the consultations of the RCC Secretary General with the Polish Presidency of the Council of the EU (with the Undersecretary of State for European Policy in Warsaw, as well as with the Permanent Representative of Poland to the EU in Brussels). In addition, the RCC LO worked successfully with the Polish Presidency of the Council for the invitation of the RCC to the informal meeting of EU ministers of energy.

#### *European Parliament*

The RCC LO staff kept permanent contact with MEPs who closely follow the developments in the region, and in particular with the Chair of the European Parliament (EP) Delegation for the Western Balkans, to inform about RCC activities in different areas under the RCC SWP.

The RCC LO organised the opening of the RCC Regional Coordination Conference on Europe 2020 and the Western Balkans countries at the premises of the EP which was opened by the Chair of the European Parliament Delegation for the Western Balkans, the Director General of Enlargement and RCC SG.

The RCC LO represented RCC in the joint parliamentary meeting *Western Balkans – towards a more integrated Europe* organised by the European Parliament and the Hungarian National Assembly which was co-chaired by the President of the European Parliament and the President of the Hungarian National Assembly, and at the Parliamentary seminar *Role of parliaments in*

*the legislative processes and in the oversight of governments* with the officials of the Western Balkan parliaments organised in the European Parliament (EP).

#### *General Secretariat of the Council (GSC)*

The RCC LO established contact with the newly appointed Director for Enlargement, Non-EU Europe and Support to the Foreign Affairs Council in the GSC and exchanged views on the regional cooperation as an essential element in the enlargement process.

Good cooperation of RCC LO with the GSC continued also on the security cooperation priority area of the RCC SWP. In that context, the RCC LO representative, together with the RCC security cooperation expert, had a meeting with the Deputy Director General responsible for the security of information.

#### *IPA*

DSG and RCC LO representative regularly participated in the stakeholder consultations in the framework of the Multi-beneficiary Instrument for Pre-Accession Assistance (MB IPA). RCC LO is regularly invited to participate as evaluator in the EU calls for project proposals. During 2011, RCC LO representative participated in the evaluation of two EU calls for proposals which are relevant for the implementation of RCC SWP.

## **2. NATO**

The RCC LO organised a briefing of the RCC SG with the ambassadors of the countries of SEE accredited to NATO to inform on the regional cooperation and the role of RCC in SEE, as well as on the key achievements in the implementation of RCC SWP in all priority areas.

## **3. Other consultations**

#### *WBIF, IFIs AG, WB, UN, UNESCO, CEFTA*

RCC LO keeps regular contacts with the World Bank representative office in Brussels. The RCC LO organised a meeting of the RCC SG with the Vice President of the World Bank to discuss issues related to transportation reforms, reconstruction and development in SEE, as well as the potential for further cooperation in these areas between the RCC, World Bank and the European Commission.

RCC LO participated in the EC and IFIs coordination meetings on the Western Balkans and Turkey, in the Environment Sector Workshop, update on EC and IFIs activities, and in the briefing on EC and IFIs coordination activities in the Western Balkans, with a focus on the Western Balkans Investment Framework, organised by the IFI Coordination Office. LO also represented RCC in the Third Meeting of CEFTA Steering Committee.

The RCC Liaison Office established a contact and met twice in Brussels the Director General of UNESCO and exchanged views on possible cooperation of RCC Secretariat and UNESCO.

#### *Meetings with the ambassadors and diplomatic representatives of the missions of the countries of the region accredited to the EU and NATO*

Permanent contacts with the diplomatic representatives of permanent representations and missions of SEE countries to the EU and NATO have been maintained. A number of meetings

were held in 2011, among others, with the Ambassadors of the countries of SEE region accredited to the EU and to NATO.

In November, RCC Liaison Office in Brussels organised a joint briefing of the RCC Secretary General on the diplomatic missions from the countries of South East Europe (SEE) accredited to the EU and NATO in the framework of the regular annual practice of informing the SEE missions in Brussels on the most important activities, achievements and challenges of the RCC work.

#### *Media*

Communication has been maintained with the representatives of some of the major international and regional media. The RCC LO kept permanent contact with Principal Advisor on Civil Society and Inter-institutional Relations in DG Enlargement, who is also responsible for media. RCC LO participated and took active role in preparation of the meetings of the European Association of Public Service Media in South East Europe and International Seminar *South East Europe 20 Years On: Transformation from State to Public Broadcasting*. On the occasion of the World Press Freedom Day, the RCC LO attended the European Commission's conference *Speak Up! Freedom of Expression and Media in the Western Balkans and Turkey*.

RCC LO representative takes part in the Editorial Board of the RCC Newsletter and the RCC LO contributes to the preparatory work on the RCC Newsletter.

#### *Think-tanks and CSOs*

RCC LO has established a close cooperation with the leading Brussels think-tanks and CSOs. It prepared participation of RCC SG at the High-level European Policy Summit – *Balkans Scorecard: Assessing the Region's Key Pointers* which is the major annual think-tank event in Brussels on enlargement and Western Balkans where political leaders from the region and the EU institutions and member states discuss the status of enlargement and its prospects.

The RCC LO continued to keep contact with the European Movement International and attended most of its events held in Brussels. In addition, RCC LO representative took part in the European Movement Congress, *CSO's challenge Public Authorities*, in Istanbul, February 2011.

The RCC LO's representative, upon the invitation of the European Policy Centre, addressed the policy dialogue *Prospects and policies for growth in the Balkans: The role of human capital*, presenting the activities and achievements of RCC in the areas of economic and social development and building human capital.

The RCC LO representative participated at the Conference in Budapest, during the Hungarian Presidency, *Sharing the Experiences of Visegrad Cooperation in the Western Balkans and the EaP Countries*. The Conference was organised in Budapest by International Centre for Democratic Transition (ICDT).

The RCC LO representative also participated at the meeting organised by the Balkan Civil Society Development Network in Brussels *Civil Society Lost in Translation? Donor Strategies and Practices in Supporting Civil Society Development in the Balkans* and was a speaker at the Conference: *Is the International Strategy for the Western Balkans in Trouble?*

*Meetings with young people from SEE, including politicians*

In 2011, the RCC LO continued its special focus on the work with young people and politicians from the SEE who are visiting Brussels-based institutions. At the invitation of the Heinrich Boel Stiftung, the RCC LO presented the RCC's role and activities and its SWP to a group of young political activists from Serbia and, together with the Friedrich Ebert Stiftung, hosted a briefing for young politicians from the SEE countries.

RCC LO representative was speaker at the Conference *European Integration and South-Eastern Europe: Prospects and Challenges* and was a moderator at the panel debate at the College of Europe, Brugge.

#### **4. Internships**

In the period under consideration, the RCC LO maintained its policy to host interns from SEE countries, thus giving a modest contribution to building administrative capacities of the respective countries from SEE. The RCC LO had 3 interns in 2011 in the months of February, March, April, May, June, July and September.

#### **5. Provision of EU information related to RCC work and the region**

The RCC LO, on a regular basis, provides timely information and documents to the RCC Secretariat about EU decisions and discussions relevant to the region and RCC work and priority areas and also on major topics such as EU summits, Council meetings, economic and financial crisis, institutional issues, multiannual financial framework, Europe 2020 Strategy, enlargement, etc.

## **II. Lessons learned**

Irrespective of the reduced staff and budget (by 45%), the RCC LO successfully performed its duties in 2011. The RCC LO is well established and known in the European institutions and other Brussels-based organisations and stakeholders. It is successfully representing the RCC Secretariat and its activities in Brussels.

The RCC LO has established and maintained a network of contacts at various levels, including the political one, with the European Commission and, before all, with DG Enlargement and relevant line DGs. It has also established close contacts with the European Parliament, EEAS, the Presidency of the Council of the EU and the Council General Secretariat, as well as with the diplomatic missions of the countries from the region accredited to EU and NATO, the leading think-tanks and SEE media representatives in Brussels.

The network of well-established contacts allowed the RCC LO to organise high-level meetings of the RCC SG in the EU institutions and bodies and presentations at leading Brussels fora. It also allowed for efficient support to Brussels visits of the RCC senior experts from Sarajevo and in their regular contacts with the EC and other players.

The RCC LO permanent and intensive contacts and cooperation with the EU institutions and bodies in Brussels and the high-level meetings organised by the RCC LO contributed to the implementation of RCC SWP and allowed to prepare the ground for increased future involvement of the RCC on the horizontal enlargement agenda.

The regular supply of information to the RCC Secretariat on the EU decisions and discussions relevant to the region and RCC work and priority areas and also on major EU topics enabled RCC staff members to be updated on the new developments and evolutions of different EU policies with impact on the region and RCC activities and, whenever relevant, to take them into account in their activities, including in the implementation of RCC SWP.

The increased level of cooperation and trust between the RCC LO and the EC resulted in renewed invitation to RCC LO to participate in the EC Evaluation Committees of project proposals under IPA MB Programme.

### **III. Recommendations**

RCC LO and the RCC Expert Pool should further improve their operational coordination in order to further increase the efficiency of the contribution to the achievement of RCC priorities, including on the implementation of RCC SWP.

RCC LO should further intensify its contacts with the Cabinet of the Enlargement Commissioner and the relevant services in DG Enlargement in order to assist exploring a possible increased role of the RCC with the enlargement agenda.

RCC LO should work further with DG Enlargement to contribute to the reflection of RCC activities in the annual Enlargement Strategy.

RCC LO should intensify its cooperation with the EEAS and the Presidency of the Council in order to have the RCC views on regional cooperation in Council conclusions be taken more fully into account, if possible.

RCC LO (in consultation with the RCC Front Office and RCC Expert Pool) should increase the number of meetings and briefings, including at expert level, for the diplomatic representatives of the missions of SEE countries accredited to the EU and NATO, under their requests.

RCC LO should intensify its efforts (together with the parallel efforts of CEFTA Secretariat for their Host Country Agreements) to have the Host Country Agreement between the RCC Secretariat and the Kingdom of Belgium ratified, if possible in 2012.

**ANNEX III**

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Meeting of the SEECP Heads of Consular Services	Podgorica/Montenegro	#####	Montenegro CiO SEECO, MARRI and RCC Secretariat	Expert on Justice and Home Affairs
International Workshop "Conflict of Interest Prevention, Tools and Measures"	Tirana/Albania	20-21 January 2011	RCC Secretariat, RAI within the framework of the Integrity Expert network, High Inspectorate for Declaration and Audit of Assets (HIDAA)	Expert on Justice and Home Affairs
2nd meeting of the Education Committee of the European Association of Public Service Media in South East Europe	Ankara/Turkey	24-25 January 2011	Turkish Radio Television (TRT)	Spokesperson
6th Meeting of the South East European Research Area for e-Infrastructures	Sarajevo/BiH	25-28 January 2011	Ministry of Communication and Transport of Bosnia and Herzegovina and hosted by the Regional Cooperation Council (RCC) Secretariat	Secretary General, Expert on Economic and Social Development
25th Session of the International Sava River Basin Commission	Zagreb/Croatia	26-26 January 2011	organized by the ISRBC	Senior Expert on Energy and Infrastructure
2nd Police Cooperation Convention for South East Europe Secretariat (PCC SEE) Implementation Programme Way Ahead Meeting	Ljubljana/Slovenia	26-27 January 2011	PCC SEE Secretariat	Expert on Justice and Home Affairs
Informal ministerial meeting of the SEECP	Budva/Montenegro	Friday, January 28, 2011	SEECP - Montenegrin CiO	SG, Senior Expert on Building Human Capital
Triple Helix Conference	Sarajevo/BiH	#####	OECD and Ministry of Civil Affairs of BiH	Deputy SG, Senior Expert on Economic and Social Development
Founding meeting of the Regional Committee of Trade Unions	Belgrade/Serbia	4-7 February 2011		
Conference on public private partnership capacity building in South East Europe	Zagreb/Croatia	Tuesday, February 08, 2011	the Agency for Public-Private Partnership, Regional Cooperation Council (RCC) and United Nations Economic Commission for Europe (UNECE) Team of Specialists on PPPs of the Committee on Economic Cooperation and Integration (CECI)	Senior Expert on Economic and Social Development
Meeting on Regional co-operation for human capital development in SEE	Turin/Italy	#####	ETF	Senior Expert on Building Human Capital
WG IPA MB Sector WG on Justice, Freedom and Security: Witness Protection hosted within the EU Grant Project "Cooperation in Criminal Justice: Witness Protection in Fight against Serious Crime and Terrorism (WINPRO)"	Zagreb/Croatia	#####	WINPRO	Senior Expert on Justice and Home Affairs

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
EMI Congress in Istanbul - "Civil Society Organisations challenge public authorities: From political commitment to active dialogue",	Istanbul/Turkey	10-11 February 2011	organized by European Movement and TUSEV	LO Advisor
"Rapprochement as a Paradigm Shift: Does the Wheel Come Full Circle in Ex-Yugoslavia?"	Regensburg/Germany	11-12 February 2011	organized by the Südost-Institute (Regensburg) and Südosteuropa-Gesellschaft (Munich)	Deputy SG
The fourth Regional Conference Economic Crisis Phase - out	Belgrade/Serbia	15-16 February 2011	Ministry of Labour and Social Policy of the Republic of Serbia	Deputy SG
II SEE Regional e-Health Conference	Ljubljana/Slovenia	16-18 February 2011	CeGD under the auspice of the RCC Secretariat	Expert on Economic and Social Development
1st Expert meeting on the initiative "Western Balkans Network" and Workshop on the implementation of the 2nd pillar of the European Pact to combat International Drug Trafficking	Berlin/Germany	17-18 February 2011	German Federal Police	Senior Expert on Justice and Home Affairs and Expert on Justice and Home Affairs
Conference and round table: European Integration and South Eastern Europe: Prospects and Challenges, <i>College of Europe</i>	Bruges/Belgium	Friday, February 18, 2011	College of Europe, Bruges	LO Advisor
Media Transformations – Digitalization and Development of New Media in Western Balkan Countries	Sarajevo/BiH	18-19 February 2011	co-organized by Mediacentar Sarajevo, Communications Regulatory Agency of Bosnia and Herzegovina and the United States Embassy in	Spokesperson
Preparatory meeting of the SEE Health Ministers Forum	Banja Luka/BiH	Friday, February 18, 2011	SEE Health Network	
Parliamentary Seminar: Parliaments' role in the legislative processes and in oversight of the Governments	Sarajevo/BiH	23-24 February 2011	European Parliament and RCC Secretariat	Senior Expert on Building Human Capital
Association of Balkans Chambers meeting	Sofia/Bulgaria	24-25 February 2011	Bulgarian Chamber of Commerce and Industry and Association of Balkans Chambers	Senior Expert on Economic and Social Development
Meeting of the Central Bank Governors of SEE countries	Limassol/Cyprus	26-28 February 2011	organized the Central Bank of Cyprus	

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
8th Annual Review Conference in the Field of Border Security in SEE	Ljubljana/Slovenia	28 February 2011 - 1 March 2011	organized by the Ministry of Interior of Republic of Slovenia and Geneva Centre for the Democratic Control of Armed Forces (DCAF)	Expert on Justice and Home Affairs
Energy Community Workshop on Outcomes of the Study "Emergency Oil Stocks in the Energy Community Level"	Vienna/Austria	Tuesday, March 01, 2011	organized by the Energy Community Secretariat	Senior Expert on Energy and Infrastructure
Workshop on ICAO Safety and Performance	Skopje	1-3 March 2011	organized by the ISIS, ICAO and the Civil Aviation Agency of the Former Yugoslav Republic of Macedonia	Expert on Infrastructure
Business Forum 2011 "Sustainable reforms for sustainable development",	Kopaonik/Serbia	1-3 March 2011	organized by the Serbian Association of Economists and the Serbian Association of Corporate Directors	
12th Bled Forum on Europe "Governance of Fear and Prosperity"	Bled/Slovenia	3-4 March 2011	organized by the Bled Forum, Center for eGovernance Development, Austrian Science and Research Liaison Office in Ljubljana, Government of Republic of Slovenia, RCC and under sponsorship of several international and Slovenian ICT companies	Deputy SG
IPA MB - Competences for Competitiveness and Private Sector Development in the Western Balkans and Turkey: Towards Regional Actions, Regional Workshop	Budva/Montenegro	3-4 March 2011	ETF and EC-DG Enlargement	Senior Expert on Economic and Social Development
Panel on Higher Education Reform in Serbia: Foresight 2020	Kopaonik/Serbia	Sunday, March 06, 2011	organised by the Ministry of Education of the Republic of Serbia and University of Novi Sad	Senior Expert on BHC
A panel discussion South East Europe in 2011 and Beyond: Sharing the Same Vision - RCC third anniversary	Sarajevo/BiH	Monday, March 07, 2011	RCC	
RCC Board meeting	Sarajevo/BiH	Tuesday, March 08, 2011	RCC	
Closing conference of the project "Sharing the Experiences of Visegrad Cooperation in the Western Balkans and the EaP Countries"	Budapest/Hungary	9-11 March 2011	International Centre for Democratic Transition (ICDT)	Expert on Economic and Social Development , LO Advisor
The First Fair of Municipalities and Cities of South East Europe, NEXPO – 2011	Sarajevo/BiH	10-11 March 2011	NALAS with support of GIZ	Deputy SG, Senior Expert on Energy and Infrastructure

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
14th meeting of the ERI SEE Governing Body and Consultative Body	Belgrade/Serbia	Friday, March 11, 2011	ERI SEE	Senior Expert on Building Human Capital
CEFTA Steering Committee	Brussels/Belgium	Friday, March 11, 2011	organized by CEFTA	Deputy Head of LO
Meeting of the SEE defence ministers	Budva/Montenegro	14-15 March 2011	SEECF - Montenegrin CiO	SG
PMSC/MPFSEE and SEDM Coordination meetings	Sofia/Bulgaria	15-17 March 2011	SEDM	Senior Expert on Security Issues
5th Renewable Energy Task Force meeting; 11th Energy Efficiency Task Force meeting and Workshop on Energy Efficiency Acquis implementation	Vienna/Austria	15-17 March 2011	Energy Community Secretariat	Senior Expert on Energy and Infrastructure
Regional Conference of Ministers of Justice and Ministers of Interior of SEE "Strengthening Co-operation in the Fight against Organized crime in SEE"	Budva/Montenegro	16-17 March 2011	Montenegro CiO SEECF, RCC Secretariat, OSCE Mission in Montenegro	SG, Senior Expert on Justice and Home Affairs
Taking Stock and Defining the Way Forward: "Strengthening the Response to Terrorism by Addressing Connections with Related Criminal Activities"	Vienna/Austria	16-17 March 2011	UNODC	Expert on Justice and Home Affairs
Meeting of the representatives of national parliaments on a project proposal within domain of parliamentary cooperation to be funded through MB IPA	Sarajevo/BiH	17-18 March 2011	RCC Secretariat and European Commission	Senior Expert on Building Human Capital
Regional conference "Culture in the Media",	Pristina	Saturday, March 19, 2011	organized by the Balkan Investigative Reporting Network, BIRN, as part of the Balkan Initiative for Cultural Cooperation, Exchange and Development, BICCED	
4th Steering Committee meeting of SEECF	Istanbul/Turkey	21-23 March 2011	SEECF	Expert on Economic and Social Development
International conference "The Western Balkans in the Realm of the 2011 Hungarian EU Presidency: The Way Forward"	Budapest/Hungary	Tuesday, March 22, 2011	organized by the Central European University (CEU) under the auspice of the Hungarian Ministry of Foreign Affairs and supported by the Friedrich Ebert Foundation	Deputy SG

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Round table on "Security Sector Reform of the Western Balkans: the context and development from 1991 to 2010"	Sarajevo/BiH	Tuesday, March 22, 2011	co-organized by the Parliamentary Assembly of Bosnia and Herzegovina (PA BiH), the Geneva Centre for Democratic Control of Armed Forces (GDC)	Expert on Justice and Home Affairs
Conference of political and business leaders of the Western Balkans	Baltimore/USA	23-24 March 2011	US Administration	
The Energy Community Workshop on State Aid, 19th Permanent High Level Group (PHLG) meeting, 2nd Joint Meeting of the Energy Community Regulatory Board (ECRB) and the PHLG meeting	Vienna/Austria	21-25 March 2011	Energy Community Secretariat	Senior Expert on Energy and Infrastructure
Conference on establishment the South East European Law School Network (SEELS) at the Rectorate of the University Ss. Cyril and Methodius in Skopje	Skopje	Friday, March 25, 2011	organized by the Rectorate of the University Ss. Cyril and Methodius in Skopje and the Deutsche Gesellschaft für International Zusammenarbeit (GIZ), Open Regional Fund for South East Europe – Legal Reform	Senior Expert on Justice and Home Affairs
OSCE Regional Co-ordination Meeting of SEE Field Operations on Regional Organized Crime and other Transnational Threats	Pristina	28-29 March 2011	OSCE	Expert on Justice and Home Affairs
Regional Meeting: "Regional Cooperation in MHEWS and Risk Assessment in SEE"	Sarajevo/BiH	28-29 March 2011	World Meteorological Organization (WMO)	Senior Expert on Security Issues
XXII DPPI SEE Regional Meeting	Sarajevo/BiH	28-29 March 2011	DPPI, Ministry of Security of Bosnia and Herzegovina	Senior Expert on Security Issues
The Sixty fourth session of the United Nations Economic Commission for Europe (UNECE), speech on the topic of the role of regional integration and cooperation for promoting sustainable development in the ECF region	Geneva/Switzerland	Tuesday, March 29, 2011	UNECE	SG
EP seminar for the Western Balkan countries“ Role of Parliament in the legislative processes and in the oversight of governments”	Brussels/Belgium	Tuesday, March 29, 2011	European Parliament	Deputy Head of LO
20th Anniversary of the Tempus Programme	Belgrade/Serbia	29-30 March 2011	European Commission	Senior Expert on Building Human Capital

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Opening conference of ILECUS in Croatia, Regional Workshop	Zagreb/Croatia	29-30 March 2011	Austrian Federal Ministry of Interior/Criminal Intelligence Service	Expert on Justice and Home Affairs
Regional TIR Training Seminar	Sarajevo/BiH	29-30 March 2011	The United Nations Economic Commission for Europe (UNECE), TIR Executive Board (TIRExB) and TIR secretariat, in close co-operation with the Indirect Taxation Authority of Bosnia and Herzegovina	Expert on Infrastructure
Western Balkans and Europe 2020 – Supporting Convergence and Growth-Regional Coordination Conference	Brussels/Belgium	30-31 March 2011	RCC Secretariat with support of the EC	SG, Deputy SG, Head and Deputy Head of LO, Senior Experts, Spokesperson
IPA MB Programme Coordination Meeting	Brussels/Belgium	Friday, April 01, 2011	European Commission	Deputy SG
Business Advisory Council (BAC) Meeting	Brussels/Belgium	Friday, April 01, 2011	BAC	Senior Expert on Economic and Social Development
10th meeting of the Partnership for Improvement of Danube Infrastructure and Navigation (PIDIN)	Vienna/Austria	Friday, April 01, 2011	SECI	Senior Expert on Energy and Infrastructure
International Workshop "A New European Strategy for the Western Balkans and Southeast Europe"	Berlin/Germany	Monday, April 04, 2011	organized by the Association for South East Europe and German Ministry of Foreign Affairs	Deputy SG
Regional Workshop – Regional Policies and Programmes for Inclusive Education and Training in the Western Balkans and Turkey – Towards Regional	Turin/Italy	4-5 April 2011	organized by the European Training Foundation (ETF) and DG Enlargement of the EC	Senior Expert on Building Human Capital
"Police Equal Performance (PEP) Conference"	Vienna/Austria	4-5 April 2011	organized by the Austrian Presidency of Salzburg Forum	participation is consisted of an active involvement in the preparation of the documents to be adopted at the conference
3rd meeting on the follow-up of the joint statement on Inland Navigation and Environmental Protection in the Danube River Basin	Vienna/Austria	5-6 April 2011	organized by International Commission for Protection of Danube Region (ICPRD) supported by Danube Commission and International Sava River Basin Commission (ISRBC)	Senior Expert on Energy and Infrastructure

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
South -East European Centre for Law Enforcement (SELEC) Advisory Group Meeting	Bucharest/Romania	6-7 April 2011	organized by SELEC	Senior Expert on Justice and Home Affairs
The second international investment conference, Sarajevo Business Forum 2011 (SBF)	Sarajevo/BiH	6 - 7 April 2011	organized by the Bosnia Bank International (BBI) and the Islamic Development Bank	
International conference "The Brown Forum: U.S. & Southeast European Trade and Investment"	Dubrovnik/Croatia	6-8 April 2011	organized by the U.S. Embassy in Zagreb, the Government of Croatia, the Croatian President's Office and the Croatian Employers' Association	
7th Regular Session of the Management Board of the Regional Foundation Centre for e-Governance Development (CeGD)	Ljubljana/Slovenia	Friday, April 08, 2011	CeGD	Expert on Economic and Social Development
Meeting of the SEECP Ministers for Sustainable Development and Energy	Budva/Montenegro	Friday, April 08, 2011	Montenegrin SEECP Chairmanship-in-Office	SG
The fourteenth international economic fair	Mostar/BiH	Saturday, April 09, 2011	Mostar Fair and Croatia as partner	
International workshop on valorisation of cultural heritage	Sarajevo/BiH	11-12 April 2011	under the project "Development of cultural tourism in the city of Mostar, Sarajevo and Skopje," Bosnia Daily reports. The project is being implemented within the international program "SeeNet", which is a network of 47 local governments of South East Europe, and seven Italian regions.	
Meeting of the Steering Committee of the IPA-MB on the EU Civil Protection Mechanism for the Candidate and potential candidate countries	Brussels/Belgium	11-12 April 2011	organized by the European Commission	Expert on Security Issues
18th conference of the SEEPAG: Investigating and Prosecuting Cybercrime	Zagreb/Croatia	11-13 April 2011	organized by SEEPAG	Senior Expert on Justice and Home Affairs
International Financial Institutions (IFI) Advisory group Meeting	Brussels/Belgium	Tuesday, April 12, 2011	organized by the IFI coordination office	Deputy SG, Senior Expert on Economic and Social Development

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Workshop on Energy Efficiency	Sarajevo/BiH	12-13 April 2011	The workshop is conducted by the consumer club of Tuzla Canton, jointly with consumer association from Serbia, Croatia, Turkey and Italy	
Ministerial Meeting "Climate Change Research for Environment Protection, Adaptation and Risk Reduction"	Belgrade/Serbia	Wednesday, April 13, 2011	Organizers of the conference were Republic Hidrometeorological Service of Serbia – South East European Virtual Climate Change Centre (SEEVCCC) and Ministry of Environment and Special Planning of the Republic of Serbia	Deputy SG
RACVIAC Multinational Advisory Group (MAG) Meeting	Sarajevo/BiH	Wednesday, April 13, 2011	organized by the RACVIAC	Senior Expert on Security Issues
Joint parliamentary meeting "Western Balkans – towards a more integrated Europe"	Brussels/Belgium	13-14 April 2011		Head of LO
859th Meeting of the OSCE Permanent Council	Vienna/Austria	Thursday, April 14, 2011	organized by OSCE	SG
SEE Health Network Meeting	Bled/Slovenia	Thursday, April 14, 2011	organized by the SEE Health Network and hosted by Ministry of Health of Republic of Slovenia	
SEE Energy Efficiency and Renewable Energy Congress and Waste Management and Recycling Conference	Sofia/Bulgaria	13-15 April 2011	Via EXPO, RCC Secretariat as a partner	Senior Expert on Energy and Infrastructure
Meeting of the Association of Public Service Media in South East Europe	Istanbul/Turkey	14-15 April 2011	Turkish Radio Television (TRT)	Spokesperson
MB IPA Working Group on Public Administration and Governance	Danilovgrad/Montenegro	14-15 April 2011	organized by the European Commission	Senior Expert on Building Human Capital
Annual General Assembly Meeting of SEPCA	Skopje	14-16 April 2011	organized by SEPCA	Expert on Justice and Home Affairs

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
International Conference Social Entrepreneurship: A vector of change in the EU	Ljubljana/Slovenia	15-16 April 2011	Organizers of the conference were Novum Institute and European Liberal Forum, with support of the Government of Slovenia	Deputy SG and Expert on Economic and Social Development
First Meeting of heads of Defence Procurement Departments	Budva/Montenegro	Monday, April 18, 2011	Montenegro CiO SEECP, RACVIAC, RCC Secretariat, NATO	Senior Expert on Security Issues
Women Entrepreneurship Project Meeting	Zagreb/Croatia	18-19 April 2011	RCC Secretariat, SEECEL, GTF	Deputy SG, Expert on Justice and Home Affairs
SEETO Transport Investment Conference TRINCON 2011	Sarajevo/BiH	Tuesday, April 19, 2011	organized by SEETO	Senior Expert on Economic and Social Development and Expert on Infrastructure
International Workshop on Conflict of Interest Detection, Management and Resolution Experiences	Tirana/Albania	19-20 April 2011	RCC Secretariat, RAI within the framework of the Integrity Expert network, High Inspectorate for Declaration and Audit of Assets (HIDAA)	Senior Expert on Justice and Home Affairs
2nd Conference on Road Infrastructure Safety Management	Sarajevo/BiH	Wednesday, April 20, 2011	RCC Secretariat, the Ministry of Communications and Transport of Bosnia and Herzegovina and Association of Consulting Engineers of BiH (ACE)	Deputy SG, Expert on Infrastructure
Task Force for a Consortium to promote EU funded project proposal	Trieste/Italy	Wednesday, April 20, 2011	organized by the Central European Initiative (CEI)	Senior Expert on Building Human Capital
Meeting of the Counter-Terrorism Committee of the UN Security Council	Strasbourg/France	19-21 April 2011	organized by the UN	Expert on Justice and Home Affairs
Centre for e-Governance Development (CeGD) Supervisory Board meeting	Ljubljana/Slovenia	Thursday, April 21, 2011	CeGD	Senior Expert on Economic and Social Development
Preparatory Meeting for the 2nd Sustainable Energy Development Regional Initiative Task Force Meeting	Trieste/Italy	Wednesday, April 27, 2011	RCC Secretariat, CEI	Senior Expert on Energy and Infrastructure

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Scientific conference "Respect for diversity: Human rights and reconciliation challenges"	Sarajevo/BiH	29-30 April 2011	organized by the Centre for Interdisciplinary Postgraduate Studies (CIPS) of University of Sarajevo (UNSA) in collaboration with the University in Bologna and Central European Initiative (CE) network	
The Changing Face of Organized Crime in South Eastern Europe: Trends and Developments	Zagreb/Croatia	3-4 May 2011	organized by the SECI Center and RACVIAC	Senior Expert on Security Issues and Expert on Security Issues
Regional conference "Challenges of Contemporary Journalism - Going Digital"	Skopje	4-5 May 2011	hosted by the Public Affairs Section of the US Embassy in The Former Yugoslav Republic of Macedonia	
The joint meeting of the SEE Investment Committee with representatives of private sector and 8th meeting of the SEE Investment Committee	Paris/France	4-6 May 2011	organized by the OECD	Senior Expert on Economic and Social Development and LO Adviser
EPC Policy dialogue: "Dealing with the past: justice and reconciliation in the Western Balkans" with a Director in DG Enlargement and MEPC	Brussels/Belgium	Thursday, May 05, 2011	European Policy Centre	Deputy Head of LO
1st Constitutive Meeting of the SEECF PD Working Group	Podgorica/Montenegro	5-7 May 2011	organized by the Parliament of Montenegro	Senior Expert on Building Human Capital
Meeting of Directors of National institutions and Agencies for combating against corruption and organized crime	Budva/Montenegro	9-10 May 2011	Montenegro CiO SEECF, RCC Secretariat	Senior Expert on Justice and Home Affairs
MB IPA Coordination Meeting	Zagreb/Croatia	10-11 May 2011	organized by the European Commission	Deputy SG, LO Advisor
Western Balkans Risk Analysis Network Conference	Sarajevo/BiH	11-12 May 2011	organized by FRONTEX	Expert on Security Issues
11th Edition of the Forum of the Chambers of Commerce of the Adriatic Ionian Area	Budva/Montenegro	11-13 May 2011	organized by the Chamber of Economy of Montenegro and Adriatic and Ionian Chamber of Commerce	Expert on Economic and Social Development

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
The RCC Board meeting	Sarajevo/BiH	Thursday, May 12, 2011	RCC	
The Media in South-East Europe conference	Berlin/Germany	Thursday, May 12, 2011	Friedrich Ebert Stiftung - FES	Spokesperson
Public Dialogue on energy efficiency in SEE; meeting with SEETO, Austrian Red Cross – SEE Programme manager and Serbian energy efficiency agency	Belgrade/Nis/Serbia	12-16 May 2011	organized by the Belgrade for Political Excellence and supported by the GIZ and Vesegrad Fund	Senior Expert on Energy and Infrastructure
A symposium on the Development of the Adriatic-Ionian railway corridor: Capljina-Trebinje-Niksic	Sarajevo/BiH	Monday, May 16, 2011	organized by BiH Ministry of Communications and Transport	
Closing conference of ILECUs	Bucharest/Romania	16-19 May 2011	organized by the ILECUs	Senior Expert on Justice and Home Affairs
Round table on Fundraising Activities for the International Sava River Basin Commission (ISRBC)	Sarajevo/BiH	Tuesday, May 17, 2011	RCC Secretariat, ISRBC	Senior Expert on Energy and Infrastructure
Inter-Ministerial Co-ordination of Chapter 1 of the EU Acquis, IPA Regional Quality Infrastructure in the Western Balkans and Turkey Project	Brussels/Belgium	Tuesday, May 17, 2011	Quality Infrastructure in the Western Balkans and Turkey	LO Advisor
6th Annual Event on Competitiveness, Finance and Economic Growth	Budapest/Hungary	17-19 May 2011	organized by the USAID	Senior Expert on Economic and Social Development
"Western Balkans Network" High Level Working Meeting	Budapest/Hungary	18-19 May 2011	organized by the German Federal Criminal Police Office and hosted by the Hungarian National Police	Expert on Justice and Home Affairs
IPA MB 2011-2013 SWG on Environment and DRR- 4th meeting	Ohrid	Thursday, May 19, 2011	organized by the European Commission	Senior Expert on Energy and Infrastructure and Senior Expert on Security Issues
Inaugural Conference "Balkan Networking for Social Empowerment of South-Eastern Europe"	Budva/Montenegro	Sunday, May 22, 2011	co-sponsored by the Government of Montenegro and the Atlas Group, in partnership with the Clinton Global Initiative	
"Oslo Convention - Workshop on Cluster Munitions"	Zagreb/Croatia	23-26 May 2011	organized by RACVIAC	Expert on Security Issues
XIII Adriatic and Ionian Council of the Ministers of Foreign Affairs meeting	Brussels/Belgium	Monday, May 23, 2011	Montenegro Ministry of Foreign Affairs and European Integration and Adriatic and Ionian Initiative Chairmanship of Montenegro	SG, Deputy Head of LO

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Environmental TF PHLG and joint PHLG/ECRB meetings	Vienna/Austria	24-27 May 2011	Energy Community Secretariat	Senior Expert on Energy and Infrastructure
Steering Platform on Research for Western Balkan Countries meeting	Ohrid	24-27 May 2011	DG RTD D1, Ministry of Education and Science of FYR Macedonia, EU Presidency - Hungary	Senior Expert on Building Human Capital
What kind of Social Agenda for the Western Balkans	Sarajevo/BiH	25-26 May 2011	RCC Secretariat, Friedrich Ebert Stiftung (FES)	Deputy SG, Senior Expert on Economic and Social Development and Expert on Economic and Social Development
First meeting of the Heads of NSA's from SEE (SEENSA)	Sofia/Bulgaria	25-27 May 2011	co-organized by the Bulgarian State Commission on Information Security and the Regional Cooperation Council (RCC) Secretariat	SG, Senior Expert on Security Issues and Expert on Security Issues
South East European Clearinghouse Conference	Belgrade/Serbia	Friday, May 27, 2011	organized by the Serbian Ministry of Defence	Expert on Security Issues
Panel Discussion Enlargement - Work in Progress	Belgrade/Serbia	Saturday, May 28, 2011	organized by the European Movement of Serbia in cooperation with the European Movement International	Deputy SG
Towards a Sustainable Solution for Excess Weapons and Ammunition	Pula/Croatia	Sunday, May 29, 2011	organized by the RACVIAC	Senior Expert on Security Issues and Expert on Security Issues
Meeting of the SEECP Political Directors	Podgorica/Montenegro	Monday, May 30, 2011	MFA Montenegro	SG, Junior Political Advisor
SECI/SELEC Centre JCC Meeting	Pravec/Bulgaria	31 May - 1 June 2011	organized by the SECI Center	Expert on Justice and Home Affairs
Initial Regional Conference for Strengthening Regional Cooperation and Coordination in Disaster Risk Reduction in SEE	Belgrade/Serbia	31 May - 3 June 2011	organized by the EC, Balkan Institute for Risk Assessment and Emergency Management and UNDP	Senior Expert on Security Issues
The Third Meeting of the Parties to the Framework Agreement on the Sava River Basin	Brdo kod Kranja/Slovenia	Wednesday, June 01, 2011	organized by the International Sava River Basin Commission (ISRBC) and hosted by Slovenian Government	Deputy SG
Kick off meeting of the Steering Group under the Danube Strategy Priority Area 11	Sofia/Bulgaria	Thursday, June 02, 2011	Ministry of Internal Affairs of the Republic of Bulgaria	Expert on Justice and Home Affairs

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
The fifth SEE Energy Dialogue	Thessaloniki/Greece	2-3 June 2011	organized by the Institute of Energy for SEE	Senior Expert on Energy and Infrastructure
KEN-2011 Human Capital Development for Knowledge Economy: Mobilising Innovation Potential - including Gender Balance	Maribor/Slovenia	5-7 June 2011	Knowledge Economy Network and European Social Fund	Senior Expert on Economic and Social Development
Seminar on "The Western Balkans in 2030: Current Status and Future Challenges"	Sarajevo/BiH	6 - 7 June 2011	organized by the European Institute for Security Studies and Foreign Policy Initiative BiH	Deputy SG
Presentation of the open regional fund for Southeast Europe	Sarajevo/BiH	Tuesday, June 07, 2011	co-organized by Directorate for European Integration of BiH and GIZ	
The Danube Strategy within the Context of European Policy	Ingolstadt/Germany	7-8 June 2011	organized by the Southeast Europe Association and Bavarian State Ministry for Federal and European Affairs	Senior Expert on Energy and Infrastructure
"International Standards and Cooperation in the Fight against Corruption" - regional debate for junior magistrates	Burgas/Bulgaria	7-8 June 2011	Bulgarian Institute for Justice and Regional Anticorruption Initiative's Secretariat	Expert on Security Issues
Conference "Experiences and challenges in the new public health"	Sarajevo/BiH	8-9 June 2011	Ministry of Civil Affairs of Bosnia and Herzegovina	Expert on Economic and Social Development
RCI Working Groups on Human Capital Development and Innovation	Split/Croatia	8-9 June 2011	organized by OECD	Senior Expert on Economic and Social Development
The 5th Regional conference of chiefs of army staff of the countries from South East Europe	Ohrid	Thursday, June 09, 2011		
2011 SEE Management Forum	Opatija/Croatia	Thursday, June 09, 2011	Croatian Economists Society	SG
SEDM DCHODs meeting	Istanbul/Turkey	9-10 June 2011	organized by SEDM	Senior Expert on Security Issues
The two-day Annual Meeting of the European Fund for Southeast Europe (EFSE)	Tirana/Albania	9-11 June 2011	organized by EFSE	
The meeting of Foreign Ministers of Central European Initiative (CEI)	Trieste/Italy	Friday, June 10, 2011	organized by CEI	

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Seventh Ministerial Conference on Cultural Heritage in South-East Europe	Belgrade/Serbia	Friday, June 10, 2011	organized by the Ministry of Culture, Media and Information Society of the Republic of Serbia with the support of the UNESCO Office in Venice	
Regional conference "The Western Balkans: Progress, Stagnation or Regression"	Sarajevo/BiH	12-15 June 2011	organised by the SAIS Center for Transatlantic Relations at the Johns Hopkins University and the Bosnian-American Foundation	Spokesperson
9th Conference of the SEECF Speakers of Parliament	Becici/Montenegro	13-15 June 2011	Montenegro CiO SEECF	Deputy SG and Political Advisor
Marshall Centre-Sponsored Regional Alumni Leaders Workshop: "Strengthening Regional Partnership in Southeast Europe"	Garmisch-Partenkirchen/Germany	13-18 June 2011	organized by the Outreach and Partnership Directorate (OPD) of the George C. Marshall Centre	Senior Expert on Justice and Home Affairs
Seminar on Railway Reform in South East Europe and Turkey	Brussels/Belgium	Tuesday, June 14, 2011	The World Bank	SG, Head of LO, Deputy Head of LO, LO Advisor
Meeting in the framework of EUROMED Regional Program on Prevention, Preparedness and Response to Natural and Man-made Disasters (PPRD South)	Sarajevo/BiH	Tuesday, June 14, 2011	organized by the Ministry of Security of BiH	Senior Expert on Security Issues
Regional Meeting - Cooperation in Criminal Justice: Witness Protection in the Fight against Serious Crime and Terrorism (WINPRO)	Dubrovnik/Croatia	14-15 June 2011	organized by EC, Sharing the experience of Northern Ireland (NI.CO)	Expert on Justice and Home Affairs
Evidence Based Policy Making in Education Regional Cluster of Knowledge - Turning Research into Practice - Learning from PISA	Belgrade/Serbia	15-17 June 2011	organized by the Ministry of Education and Science of Serbia; Social Inclusion and Poverty Reduction Unit, TF BHC of the RCC, Kulturni Kontakt Austria, ERI SEE	Senior Expert on Building Human Capital
25th meeting of the SEE Health Network and 3rd Preparatory meeting for the 3rd SEE Ministers of Health Forum "Health in All Policies in the SEE: A Shared Goal and Responsibility"	Sofia/Bulgaria	15-19 June 2011	organized by the RCC, SEE Health Network, Council of Europe Development Bank, Council of Europe, World Health Organization - Regional Office for Europe	Expert on Economic and Social Development
International conference "The Euro-Atlantic Integration of the Western Balkans 2015-2020 – a New Transatlantic Dialogue: German and US Leaders in Dialogue with Leaders from the Western Balkans"	Ohrid	Thursday, June 16, 2011	organised by the Ministry of Foreign Affairs of The Former Yugoslav Republic of Macedonia and the Aspen Institute in Berlin, Germany	
MB IPA Coordination Meeting	Brussels/Belgium	16-17 June 2011	European Commission	Deputy SG

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Coordination Meeting of Regional Organisations	Stockholm/Sweden	16-17 June 2011	Council of the Baltic Sea States (CBSS) Permanent International Secretariat	Chief of Staff and Political Advisor
Regional seminar on engagement of armed forces abroad	Sarajevo/BiH	16-18 June 2011	organized by Regional Centre for assistance in verification and control of armament-Centre for security cooperation (RACVIAC-CSCa) and in cooperation with Office of Commission for defence and security of BiH, Organisation for Security and Co-operation in Europe (OSCE) Mission to BiH and NATO-Headquarters in Sarajevo	
The ministerial meeting EU-Western Balkans: Western Balkans Forum	Luxembourg	Monday, June 20, 2011	Chaired by the High Representative/Vice President of the Commission (HR/VP) Catherine Ashton	SG, Deputy Head of LO
Meeting of the Adriatic Ionian Initiative (AII)	Belgrade/Serbia	Tuesday, June 21, 2011	organized by the Adriatic Ionian Initiative	
Opening Ceremony of ILECUS Kosovo under UNSCR 1244 – Pristina, 21-21 June 2011, organized by ILECUs	Pristina	Tuesday, June 21, 2011	ILECUs	Expert on Justice and Home Affairs
3rd Regional Conference “Industrial Energy and Environmental Protection in SEE	Kopaonik/Serbia	21-25 June 2011	organized by the Serbian Energy Efficiency Agency and Association of Thermal Engineers with RCC as partner and supporter	Senior Expert on Energy and Infrastructure
Regional seminar on “Youth of South Eastern Europe for European volunteering year 2011”	Sarajevo/BiH	22-25 June 2011	organized by the Southeast Europe Youth Network (SEEYN)	
Western Balkans Investment Framework Steering Committee Meeting	Hamar/Norway	22-24 June 2011	organized by the European Commission-DG Enlargement and hosted by the Government of Norway and co-chaired by Norway and EC	Deputy SG, Senior Expert on Economic and Social Development
ISIS Stakeholder Consultation Meeting	Brussels/Belgium	Wednesday, June 22, 2011	EC, ISIS Program Secretariat, RCC Secretariat	LO Advisor
Regional Policy Forum on Growth Strategies After the Crisis	Ljubljana/Slovenia	22-24 June 2011	organized by the Centre of Excellence in Finance	Expert on Economic and Social Development
Opening of the TF Secretariat and inaugural meeting of the RCC TF on Culture and Society in Cetinje	Cetinje/ Montenegro	Thursday, June 23, 2011	RCC Secretariat, EC and CoE	SG, Head of LO, Senior Expert on Building Human Capital and Spokesperson
2nd Working Group meeting in preparation of the Third Conference of the SEEMIC	Sarajevo/BiH	Thursday, June 23, 2011	BiH MoD and RCC	Senior Expert on Security issues
Meeting of the SEECF Political Directors	Budva/Montenegro	Monday, June 27, 2011	MFA Montenegro	SG, Chief of Staff

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
21st Permanent High Level Group meeting and 5th Energy Community Renewable Energy Task Force meeting	Vienna/Austria	27-29 June 2011	Energy Community Secretariat	Senior Expert on Energy and Infrastructure
The third Annual Meeting of the Regional Cooperation Council (RCC)	Budva/Montenegro	Tuesday, June 28, 2011	co-organized by the South-East European Cooperation Process (SEEC) Chairmanship-in-Office of Montenegro and the RCC Secretariat, and co-chaired by Milan Rocen, Minister of Foreign Affairs and European Integration of Montenegro, and Hido Biscevic, RCC Secretary General	RCC
Meeting of the Ministers of Foreign Affairs of the SEEC	Budva/Montenegro	Wednesday, June 29, 2011	MFA Montenegro	Secretary General, Deputy Secretary General/ Head of Expert Pool, Chief of Staff, Deputy Head of Liaison Office, Political Advisor, Spokesperson
Follow up of the Regional Workshop in SEE: National Coordination and Regional Cooperation in Counter-Terrorism Matters	Belgrade/Serbia	29-30 June 2011	RCC Secretariat, SECI Centre, UN CTED, UNODC, Ministry of Internal Affairs of the Republic of Serbia	Senior Expert on Security Issues, Expert on Justice and Home Affairs
The Summit of Heads of State and Government of participating countries of the South-East European	Sveti Stefan/Montenegro	Thursday, June 30, 2011	MFA Montenegro	SG, Deputy SG
Ministerial meeting of the US-Adriatic Charter	Budva/Montenegro	Thursday, June 30, 2011		
Panel on regional cooperation in energy – Integration aimed at sustainable energy development	Novi Sad/Serbia	4-7 July 2011	organized by the University of Serbia and University of Pennsylvania, USA with the support of the Serbian Ministry of Education and Science and the UNESCO Foundation	Senior Expert on Energy and Infrastructure
RCC Briefing to the Diplomatic Core and International Organizations in Sarajevo	Sarajevo/BiH	Tuesday, July 05, 2011	RCC	SG, Deputy SG, RCC Expert Pool and Media Unit
The joint meeting of the Steering Group on Regional Strategy for Justice and Home Affairs (SGRS) and IPA Multi Beneficiary Strategy Working Group on Justice and Home Affairs	Sarajevo/BiH	7-8 July 2011	RCC, EC	Deputy SG, Senior Expert on Justice and Home Affairs and Expert on JHA
Croatia Summit - “A New Decade for South East Europe – Finalising the Transition”	Dubrovnik/Croatia	8-9 July 2011	MFA Croatia	SG

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<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Preparatory meeting for the launch of Regional Strategy for Research and Development for Innovation for the Western Balkans	Zagreb/Croatia	Monday, July 11, 2011	RCC Secretariat and World Bank	Senior Expert on Building Human Capital
Parliamentary Seminar "Transport and Infrastructure in the Regional Context"	Brussels/Belgium	12-13 July 2011	organized by the European Parliament	Expert on Infrastructure
Meeting of the European Association of Public Service Media in South East Europe	Durres/Albania	14-16 July 2011	Albanian Public Radio Television RTSH	Spokesperson
The Western Balkans countries and their way to the European Union	Palic/Serbia	29 August - 1 September 2011	organized by the Association "Technology and Society", Faculty of Economics, Subotica, City of Subotica, Science and Technology Policy Research Centre – Mihajlo Pupin Institute, Belgrade, Faculty of Electrical Engineering, Podgorica	Deputy SG
UNESCO Summit/SEE Summit	Viminacium/Serbia	Friday, September 02, 2011	The Summit was organized under the auspices of the President of the Republic of Serbia, the Director-General of UNESCO, and the Secretary-General of the Council of Europe	
The "Balkans Think Tank Workshop", held in the European Policy Centre (EPC)	Brussels/Belgium	#####	European Policy Centre	LO Advisor
The The 2nd Conference of the ISIS Governing Body	Solin/Croatia	#####	RCC Secretariat, EC, ISIS Program Secretariat	Deputy SG, Expert on Infrastructure
World Conference "Between Border Control, Security Concerns and International Protection: A Judicial Perspective" and 3rd meeting of the Working Group on "Asylum and Immigration"	Bled/Slovenia	7-9 September 2011	organized by the International Association of Refugee Law Judges (IARLJ), the Supreme Court and Administrative Court of the Republic of Slovenia, the Judicial Training Centre of the Ministry of Justice of the Republic of Slovenia and co-funded by the European Union's Returns Fund 2008-2013	Senior Expert on Justice and Home Affairs
Regional Conference on crisis management with an emphasis on strengthening regional cooperation and coordination in the field of disaster risk reduction in South East Europe	Sarajevo/BiH	#####		
EMSEEC 2011 Emergency Management Regional Conference for Strengthening Regional Cooperation and Coordination Disaster and Risk Reduction in Southeast Europe	Sarajevo/BiH	12-13 September 2011	organized by the Balkan Institute for Risk Assessment and Emergency Management (BIEM) and the UNDP Bosnia and Herzegovina	Expert on Security Issues

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
19th Regional Milocer Development Forum "Balkans and EU"	Milocer/Montenegro	12-14 September 2011	organized by the Association of Economists	Senior Expert on Economic and Social Development
PMSC/MPFSEE and SEDM Coordination Committee meeting	Rome/Italy	13-15 September 2011	organized by the South Eastern Europe Defence Ministerial	Expert on Security Issues
The RCC Board meeting	Sarajevo/BiH	#####	RCC	
the Meeting of European Commissioner Geoghegan-Quinn and Ministers of Science and Research from the Western Balkans Region	Brussels/Belgium	#####	European Commission	Senior Expert on Building Human Capital and LO Advisor
Expert meeting "Treptower Group on the Network of the Western Balkans"	Berlin/Germany	#####	Federal German Police	Expert on Justice and Home Affairs
6th Gas Forum	Bled/Slovenia	20-23 September 2011	Energy Community Secretariat	Senior Expert on Energy and Infrastructure
SEE Investment Committee meeting	Paris/France	21-22 September 2011	OECD	Deputy SG, Senior Expert on Economic and Social Development , LO Advisor
Informal meeting of ministers of foreign affairs of the South-East European Cooperation Process (SEEC), the Central European Initiative (CEI) and the Adriatic-Ionian Initiative (AII)-at the margins of the UN General Assembly session	New York/USA	Friday, September 23, 2011	MFA Serbia	SG
Parliamentary Seminar on Transport and Infrastructure	Brussels/Belgium	Friday, September 23, 2011	organized by the European Parliament	Expert on Infrastructure
5th International Conference on Theory and Practice of Electronic Governance (ICEGOV) and the meeting of the eSEE initiative	Tallin/Estonia	26-28 September 2011	co-organized by the Center for Electronic Governance and the e-Governance Academy Foundation of Estonia as the main organizers, and the Center for Technology in Government, University of Albany	Expert on Economic and Social Development
The first regional summit dedicated to the new media, "New Media Summit"	Belgrade/Serbia	#####		

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Expert meeting on the Implementation of Readmission Agreements in the SEE States	Belgrade/Serbia	#####	organized by the IOM/Commissariat for Refugees of the Republic of Serbia	Expert on Justice and Home Affairs
Meeting of the Education Committee of the European Association of Public Service Media in South East Europe	Sarajevo/BiH	#####	co-organized by the European Association of Public Service Media in South East Europe, the Radio-Television of Bosnia and Herzegovina and the RCC Secretariat	Spokesperson, PA Assistant
Signing of Protocol on Regional Cooperation in Education and Training among members of European Association of Public Service Media in South East Europe	Sarajevo/BiH	Friday, September 30, 2011	Co-organized by the European Association of Public Service Media in South East Europe, the Radio-Television of Bosnia and Herzegovina and the RCC Secretariat	SG, Spokesperson, PA Assistant, Newsletter Writer
Regional Project Women Entrepreneurs – an Engine for Job Creation in SEE – First Strategic Project Workshop	Zagreb/Croatia	30 September - 1 October 2011	organized by the Gender Task Force Regional Center for Gender Equality	Deputy SG, Expert on Economic and Social Development
South Eastern Europe Defence Ministerial (SEDM) meeting	Antalya/Turkey	Monday, October 03, 2011	organized by SEDM	Senior Expert on Security Issues
two-day Ministerial Forum on Justice and Home Affairs 'EU-Western Balkans'	Ohrid	3-4 October 2011	organized by The Former Yugoslav Republic of Macedonia's Ministries of Interior and Justice in cooperation with Poland's EU Presidency	SG, Senior Expert on Justice and Home Affairs
Energy Community 4th Social Forum, 22nd Permanent High Level Group and 9th Ministerial Council meetings	Chisinau/Moldova	4-6 October 2011	Energy Community Secretariat	Senior Expert on Energy and Infrastructure
Regional Training of Education Inspectors	Danilovgrad/Montenegro	4-7 October 2011	organized by the RCC Secretariat, in cooperation with Swiss Agency for Development and Cooperation, and in partnership with the Regional School for Public Administration (ReSPA), the European Training Foundation (ETF) and the Council of Europe (CoE)	Senior Expert on Building Human Capital
2nd Regional NIPAC Workshop	Skopje	#####	co-organized by the Infrastructure Project Facility – Technical Assistance (IPF-TA) on behalf of the DG Enlargement	Senior Expert on Economic and Social Development and Expert on Infrastructure
The Second Regional Conference of Supreme Court Presidents and State Chief Prosecutors on cooperation in criminal matters	Sarajevo/BiH	Thursday, October 06, 2011	organized by the BiH highest judicial institutions and OSCE Mission in BiH	Deputy SG, Expert on Justice and Home Affairs

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Meeting of the Working Group on independence and efficiency in dealing with public procurement	Bucharest/Romania	6-7 October 2011	organized by the Association of European Administrative Judges in cooperation with the Romanian justice school administration NIM	Senior Expert on Justice and Home Affairs
the Summit 100 Business Leaders of Southeast Europe: A New Deal for a New Age	Arandjelovac/Serbia	6-8 October 2011	organized by Serbian Association of Managers, Croatian Employers' Association and Association of Managers of Slovenia, and supported by specialized agencies of the United Nations	Deputy SG
13th International Parliamentarian Conference – Regional Cooperation and EU Integration	Cavtat/Croatia	Sunday, October 09, 2011	organized by Friedrich Ebert Stiftung	Senior Expert on Building Human Capital
3rd Regional Conference of the EC financed project DET ILECU II	Belgrade/Serbia	9-11 October 2011	ILECUs	Senior Expert on Justice and Home Affairs and Expert on Justice and Home Affairs
Conference on trade facilitation the single window and data harmonisation	Sarajevo/BiH	10-11 October 2011	organized by UNECE and hosted by RCC	
11th meeting of the Partnership for Improvement of Danube Infrastructure and Navigation (PIDIN)	Vienna/Austria	Tuesday, October 11, 2011	organized by Southeast European Cooperative Initiative (SECI)	Senior Expert on Energy and Infrastructure
Mobilize Diaspora4SD Mobilization of Intellectual and Financial Resources from Diaspora for Knowledge Based Sustainable Development in SEE	Sarajevo/BiH	#####	co-organized by the Austrian Science and Research Liaison Office Ljubljana, RCC, UNESCO Venice Office, CeGD, Ecole Polytechnique Federal de Lausanne, International Association for the Advancement of Innovative Approaches to Global Challenges Vienna – Ljubljana, Ministry for Human Rights and Refugees of BiH	Senior Expert on Building Human Capital
The third meeting of the South East European Military Intelligence Chiefs (SEEMIC)	Sarajevo/BiH	Thursday, October 13, 2011	jointly organised by the Regional Cooperation Council (RCC) Secretariat and the Ministry of Defence of Bosnia and Herzegovina – Sector for Intelligence and Security Affairs, with the full support of the EU Military Intelligence Staff – European External Action Service	Deputy Secretary General/Head of Expert Pool, Senior Expert on Security Issues and Expert on Security Issues
A conference on media in South East Europe	Sarajevo/BiH	Thursday, October 13, 2011	organized by the Office of the OSCE Representative on Freedom of the Media, in cooperation with the OSCE Mission in BiH	Political Advisor

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
3rd Health Ministers' Forum: Health in all Policies in South-eastern Europe: A Shared Goal and Responsibility	Banja Luka/BiH	13-14 October 2011	jointly organized by SEE Health Network Presidency and the Secretariat, jointly performed by WHO Regional Office for Europe and the Council of Europe in the framework of the Regional Cooperation Council, an in collaboration with Bosnia and Herzegovina, represented by the Ministry of Civil Affairs of Bosnia and Herzegovina, the Ministry of Health of Federation of Bosnia and Herzegovina and the Ministry of Health and Social Welfare of Republic of Srpska	Secretary General, Expert on Economic and Social Development, Spokesperson, Newsletter writer
Workshop on Emigration Issues in the Western Balkans – joint approach to linking migration and development of the countries of origin	Sarajevo/BiH	13-14 October 2011	organized by Ministry for Human Rights and Refugees of BiH, Department for Diaspora with support of the Technical Assistance Information Exchange Instrument (TAIEX) of European Commission DG Enlargement	Senior Expert on Building Human Capital
the Igman Initiative meeting	Belgrade/Serbia	Friday, October 14, 2011	organized by Igman Initiative	
Conference on 'European Challenges' of the Western Balkans	Skopje	Monday, October 17, 2011		
The regional conference "Energy Development Democracy/Shaping a New Energy Future for South-East Europe"	Belgrade/Serbia	17-19 October 2011	organized by regional political schools lead by the Belgrade Fund for Political Excellence within the Serbian SEEC C-i-O and under the auspices of the President of the Republic of Serbia and RCC Secretariat	Deputy Secretary General/Head of Expert Pool and Senior Expert on Energy and Infrastructure
The sixth meeting of the Expert Working Group	Przno/Montenegro	17-19 October 2011	co-organized by the PCC Secretariat and Ministry of Interior of Montenegro	Senior Expert on Justice and Home Affairs and Expert on Justice and Home Affairs
5th Steering Committee meeting of SEECCL	Zagreb/Croatia	18-19 October 2011	organized by SEECCL	Expert on Economic and Social Development
The first working meeting of the RCC Task Force on Culture and Society and the first LPII Coordination meeting	Cetinje/ Montenegro	18-19 October 2011	organized by RCC TF Culture and Society	Senior Expert on Building Human Capital
Workshop on "Support to Regional Police Cooperation in the Western Balkans"	Przno/Montenegro	Thursday, October 20, 2011	organized by DCAF	Senior Expert on Justice and Home Affairs and Expert on Justice and Home Affairs

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Western Balkans Coordination High Level Meeting	Tirana/Albania	Thursday, October 20, 2011	organized by the Ministry of Defence of the Republic of Albania	Senior Expert on Security Issues
12th Regional Coordination Meeting on IPA cross-border cooperation in the Western Balkans	Sarajevo/BiH	Thursday, October 20, 2011		
21st Conference of the Zagreb Stock Exchange and the Meeting of Stock Exchange Directors from Southeast Europe	Rovinj/Croatia	20-21 October 2011	organized by the USAID Partners for Financial Stability Program and the Zagreb Stock Exchange (ZSE) on the margins of the 21st annual conference of the ZSE	Senior Expert on Economic and Social Development
Regional Seminar on Education	Sarajevo/BiH	Friday, October 21, 2011	BiH Agency for Preschool, Elementary and Secondary Education, in collaboration with the Netherland School for Educational Management	
Annual Conference of the Academy for Political Development "Croatia and the region: from Western Balkans to the Balkans in the West"	Zadar/Croatia	21-23 October 2011	Croatian Academy for Political Development	SG, Spokesperson
Urban planning in South Eastern Europe – Challenges of Regularization of Informal Settlements	Sarajevo/BiH	Monday, October 24, 2011	co-organized by the Network of Associations of Local Authorities in South-East Europe (NALAS), the RCC Secretariat, the German International Cooperation (GIZ), the Standing Conference of Towns and Municipalities (SCTM), and an Association of Municipalities and Cities from Bosnia and Herzegovina	Deputy SG, Senior Expert on Energy and Infrastructure
Regional seminar on preventing and combating violence against women and domestic violence	Sarajevo/BiH	Monday, October 24, 2011	organized by the Council of Europe in cooperation with BiH Agency for Gender Equality, BiH Ministry for Human Rights and Refugees, and the UN Women Organization	
Western Balkans Coordination High Level Meeting	Zurich/Switzerland	24-25 October 2011	organized by the Swiss Federal Police and German Federal Criminal Police Office	Expert on Justice and Home Affairs
1st Cooperation Committee Meeting of the Quality Infrastructure Project in the Western Balkans and Turkey (Multi-beneficiary IPA 2011)	Brussels/Belgium	Tuesday, October 25, 2011	Quality Infrastructure in the Western Balkans and Turkey	LO Advisor
Regional Workshop "Social Economy for South East Europe 2020"	Sarajevo/BiH	25-26 October 2011	jointly organized by the RCC Secretariat and the Eco-Social Economy Network South and East Europe	Deputy Secretary General/Head of Expert Pool and Expert on Economic and Social Development

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
1st Meeting of the SELEC Council	Bucharest/Romania	25-26 October 2011	organized by Southeast European Law Enforcement Centre (SELEC)	Senior Expert on Justice and Home Affairs
Regional Conference: New Skills for New Jobs	Sarajevo/BiH	27-28 October 2011	co-organized by the RCC Secretariat and Friedrich Ebert Foundation (FES)	Deputy Secretary General/Head of Expert Pool and Expert on Economic and Social Development
the first South Eastern Europe Gas Forum	Brussels/Belgium	Thursday, October 27, 2011	hosted by the Trans Adriatic Pipeline (TAP)	
3rd Energy Community Oil Forum	Belgrade/Serbia	Friday, October 28, 2011	Energy Community Secretariat	Senior Expert on Energy and Infrastructure
Regional seminar on disaster management	Sarajevo/BiH	2-4 November 2011	NATO	
The third and concluding meeting of the Programme Steering Committee (PSC) of the Regional Programme for Promoting the Rule of Law and Human Security in South Eastern Europe 2009 – 2011	Vienna/Austria	3-4 November 2011	organized by the United Nations Office on Drugs and Crime (UNODC)	Senior Expert on Justice and Home Affairs
The third meeting of the SEECF Parliamentary Dimension Working Group	Belgrade/Serbia	3-4 November 2011	organized by the National Assembly of the Republic of Serbia and Serbian Chairmanship in Office with support of the Friedrich Ebert Foundation Regional Project for Dialogue in SEE	Expert in Parliamentary Cooperation
The third Roundtable on Eliminating Non-Tariff Barriers and Development of Supply Chains in CEFTA 2006	Budapest/Hungary	Friday, November 04, 2011	organized by OECD and Ministry of Foreign Affairs of the Republic of Hungary	Expert on Economic and Social Development
Visegrad Group-Western Balkans meeting	Prague/Czech Republic	Friday, November 04, 2011		
Regional conference on parliamentary cooperation "With parliamentary cooperation to the EU"	Sarajevo/BiH	Friday, November 04, 2011	organized by the Foreign Policy Initiative of BiH, with the support of British Embassy in BiH	
Summit of the CEI Member States – "Fresh Thinking for Competitive Economies"	Belgrade/Serbia	Friday, November 04, 2011	co-organized by CEI, the Office of the Serbia's Prime Minister and the Ministry of Economy and Social Development	SG, Senior Expert on Economic and Social Development
High level meeting on information society development	Tirana/Albania	7-8 November 2011	organized by the Albanian Ministry of Innovation, and Information and Communications Technologies, the Regional Cooperation Council (RCC) Secretariat and the United Nations Development Programme (UNDP)	Deputy SG, Expert on Economic and Social Development

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Workshop on judicial cooperation in criminal matters in South Eastern Europe	Belgrade/Serbia	7-8 November 2011	organized by TAIEX	Senior Expert on Justice and Home Affairs
XXII DPPI SEE regional Meeting	Sarajevo/BiH	7-8 November 2011	DPPI	Senior Expert on Security Issue and Expert on Security Issues
the Regional Conference of Defence Ministers	Peja/UNMIK Kosovo	#####		
Briefing of the RCC Secretary General to the Diplomatic Missions from the countries of South East Europe (SEE) accredited to the EU and NATO	Brussels/Belgium	#####	RCC LO Brussels	SG, Deputy Head of LO, LO Advisor
4th meeting of the RCC Task Force Fostering and Building Human Capital and 15th meeting of the ERI SEE Governing Board and Consultative Body	Belgrade/Serbia	9-11 November 2011	organized by the ERI SEE and RCC TF BHC	Senior Expert on Building Human Capital
5th Annual Working Group Meeting of the Ministers of Agriculture of the SEE	Skopje	11-12 November 2011	organized by the Regional Rural Development Standing Working Group (SWG) of South Eastern Europe	Deputy SG
Meeting of the European Association of Public Service Media in South East Europe	Sarajevo/BiH	#####	co-organized by the Association and the RCC Secretariat	Spokesperson, LO Advisor, PA Assistant
International Seminar "SEE 20 Years On: Transformation from State to Public Broadcasting"	Sarajevo/BiH	#####	co-organized by the European Commission (EC)'s Enlargement Directorate-General and the Regional Cooperation Council (RCC) Secretariat, with support of the European Association of Public Service Media in South East Europe and the European Broadcasting Union (EBU)	SG, Deputy SG, Spokesperson, LO Advisor, PA Assistant, , Newsletter Writer

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
MB IPA Coordination Meeting	Sarajevo/BiH	15-16 November 2011	co-organized by European Commission DG Enlargement, Regional Programmes Unit and the Regional Cooperation Council Secretariat	SG, Deputy Secretary General/Head of Expert Pool, Senior Expert on Building Human Capital and Cross-cutting Issues, Senior Expert on Justice and Home Affairs, Senior Expert on Economic and Social Development, Expert on Justice and Home Affairs, Expert on Parliamentary Cooperation, Expert on Security Issues, LO Advisor, Spokesperson
European Policy Centre, policy dialogue “Prospects and policies for growth in the Balkans: The role of human capital”	Brussels/Belgium	#####	European Policy Centre	LO Advisor
Regional conference on the fight against hate speech in South East Europe entitled “Living Together”	Sarajevo/BiH	17-18 November 2011	organized by the Association of BiH Journalists in cooperation with the Press Council of BiH, in partnership with the Council of Europe	
International conference on harmonisation of regional activities in disaster prevention	Belgrade/Serbia	Friday, November 18, 2011	Serbian Ministry of Interior	SG, Chief of Staff
Conference of SEE Home Affairs Ministers, members of the so-called “Salzburg Forum”	Sofia/Bulgaria	Friday, November 18, 2011		
Environment Sector Workshop – Update on EC & IFI Activities	Brussels/Belgium	Friday, November 18, 2011	organized by IFI Coordination Office	LO Advisor
Regional Conference “Southeast Europe in the Multipolar Era”	Pristina	19-21 November 2011		
Vienna Economic Forum Conference “The Economy As An Engine of the Regional Development”	Vienna/Austria	#####	organized by Vienna Economic Forum in cooperation with the Federal Ministry of Economy, Family and Youth of Austria and with support of the Province of Lower Austria	SG
Round table “Regional Cooperation of NGOs in Poverty Reduction and Social Inclusion”	Sarajevo/BiH	#####	Initiative for Better and Humane Inclusion, Social Inclusion Foundation in BiH, supported by BTDF, Think Tank Fund, Open Society Fund BiH and SDC	Deputy SG

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Meeting of Balkan Civil Society Development Network “Civil Society Lost in Translation? Donor Strategies and Practices in Supporting Civil Society Development in	Brussels/Belgium	#####	Balkan Civil Society Development Network	LO Advisor
Regional conference on the role of civil society, citizens and media in the Western Balkans	Sarajevo/BiH	22-23 November 2011	organized by Transparency International (TI) BiH and organization Civil Rights Defenders	
CEFTA Week	Paris/France	22-23 November 2011	CEFTA	Senior Expert on Economic and Social Development
Regional Training on Implementation of Labour Law	Belgrade/Serbia	22-23 November 2011	organized by Solidar, OLOF PALME International Center, Progetto Sviluppo, project funded by the EU	Expert on Economic and Social Development
The 15th Conference of Chiefs of General Staff of Armed Forces of U.S.-Adriatic Charter member “Multinational Training and Participation in International Operations”	Zagreb/Croatia	#####		
Conference on public media and security - Rakitje (RACVIAC)	Zagreb/Croatia	22-24 November 2011	RACVIAC and Croatian Radio and Television (HRT)	Spokesperson
Second international Black Sea Economic Forum	Tirana/Albania	#####		
The first SEENSA Working Group Meeting	Tirana/Albania	23-25 November 2011	RCC Secretariat, Albanian NSA	Senior Expert on Security Issues and Expert on Security Issues
2nd SEDRI Task Force Meeting	Belgrade/Serbia	#####	RCC Secretariat, CEI, SEDRI TF CiO	Senior Expert on Energy and Infrastructure
Ministerial Conference on Investment	Paris/France	#####	co-organised by the Organisation for Economic Co-operation and Development (OECD) and the Government of the Republic of Slovenia, with RCC Secretariat’s support	SG, Senior Expert on Economic and Social Development and LO Advisor
Launching Event “Regional R&D Strategy for Innovation in the Western Balkans”	Belgrade/Serbia	24-25 November 2011	The event was organized by the World Bank, in cooperation with the European Commission and the Regional Cooperation Council (RCC) Secretariat	Senior Expert on Building Human Capital
Briefing Meeting for Western Balkan Missions to the EU, Support to IFI Coordination in the Western Balkans and Turkey	Brussels/Belgium	Friday, November 25, 2011	Support Office to IFI Coordination in the Western Balkans and Turkey	LO Advisor

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Conference of non-governmental organisation (NGOs) from South East Europe, titled "SEE Sustainable Energy Regional Networking"	Banja Luka/BiH	25-26 November 2011	organized by the BiH Centre for the Environment, in collaboration with partners "Green Action" from Croatia and the "Front 21/42" from The Former Yugoslav Republic of Macedonia	
The 7th South East Europe Transport Observatory (SEETO) Annual Meeting of Minister and the EC Conference TEN-T Days 2001 "Connecting Europe: Putting Europe's economy on the move"	Antwerp/Belgium	#####	organized by SEETO and EC	SG, Expert on Infrastructure and LO Advisor
MARRI Regional Forum	Belgrade/Serbia	#####	organized by the Migration, Asylum, Refugees Regional Initiative (MARRI) under the Serbian Presidency-in-Office	Expert on Justice and Home Affairs
The third Annual Ministerial Conference "Regional and Transnational Cooperation in the Fight against Organized Crime in South East Europe: Challenges and Achievements"	Belgrade/Serbia	29- 30 November 2011	organized by the Ministry of Interior, Ministry of Justice of the Republic of Serbia,. the Serbian Chairmanship of the Southeast European Cooperation Process (SEEC), Migration, Asylum, Refugees Regional Initiative (MARRI) and the Adriatic-Ionian Initiative	Deputy SG, Senior Expert on Justice and Home Affairs
High-level European Policy Summit – "Balkans Scorecard: Assessing The Region's Key Pointers"	Brussels/Belgium	#####		Secretary General, Head of LO, Deputy Head of LO, LO Advisor
IV Annual Coordination Conference of the Regional Organizations and International Partners in the area of JHA and Security Cooperation, and the Meeting of the Steering Group on Regional Strategy (SGRS)	Belgrade/Serbia	1-2 December 2011	organized by the RCC Secretariat	Deputy Secretary General/Head of Expert Pool, Senior Expert on Justice and Home Affairs, Senior Expert on Security Cooperation and Expert on Justice and Home Affairs
Donor Coordination meeting on the IPA MB Program 2012	Brussels/Belgium	#####	European Commission, DG Enlargement	Deputy Head of LO and LO Advisor
Regional meeting on environment	Sarajevo/BiH	3-6 December 2011	organized by the Organization for Security and Co-operation in Europe (OSCE) Mission in Bosnia and Herzegovina begun yesterday in Sarajevo under the auspices of the Ministry of Foreign Trade and Economic Relations of BiH	

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Western Balkans Investment Framework Steering Committee – PPP Projects and SME Platform adoption	Luxembourg	#####	hosted by the European Investment Bank and co-organized by the EC and Government of Norway as the co-chairs	Senior Expert on Economic and Social Development
The Regional Meeting of the EU Grant Project “Cooperation in Criminal Justice: Witness Protection in the Fight against Serious Crime and Terrorism (WINPRO)”	Skopje	#####	organized by NI-CO (Northern Ireland Cooperation Overseas) who is implementer of the project on behalf of European Commission	Expert on Justice and Home Affairs
RCC Board meeting	Sarajevo/BiH	#####	RCC	
the US-Adriatic Charter Defence Ministerial Meeting	Durres/Albania	8-9 December 2011	organized by the Albanian presidency of the US-Adriatic Charter	Expert on Security Issues
Meeting of the EP and the RSPC SEE national coordinators	Brussels/Belgium	Friday, December 09, 2011	organized by the European Parliament	Expert on Parliamentary Cooperation
Cyber Security Roundtable	Zagreb/Croatia	12-14 December 2011	organized by RACVIAC	Senior Expert on Justice and Home Affairs
EC Project DET ILECUs Conference	Pristina	12-14 December 2011	organized by ILECUs	Expert on Justice and Home Affairs
The 2nd meeting of the Regional Competitiveness Initiative (RCI) Steering Committee meeting	Sarajevo/BiH	#####	organized by the OECD Investment Compact for South East Europe in co-operation with the Regional Cooperation Council Secretariat	Senior Expert on Economic and Social Development
Participation at the U.S. Government Economic Professionals' Strategizing Seminar - Address on Regional Cooperation on Improving the Region's Infrastructure and Transportation Routes	Zagreb/Croatia	#####	US Embassy Zagreb	SG
Conference “Regional Civil Society Organisations (CSOs) Networks in the IPA Countries	Sarajevo/BiH	13-14 December 2011	organized by the EU funded project, Technical Assistance for Civil Society Organisations (TACSO) and the Regional Cooperation Council (RCC) Secretariat	Deputy SG
The SEE Conference on Pension System Reforms	Zagreb/Croatia	13-14 December 2011	organized by the PAN European Trade Union Council for South East Europe	Expert on Economic and Social Development

**List of regional events in 2011**

<b>Event</b>	<b>Place</b>	<b>Date</b>	<b>Organisers</b>	<b>Participation</b>
Regional conference on cooperation of customs authorities	Banja Luka/BiH	#####		
International Conference “Danube Strategy – An Impetus for Strengthening Regional Cooperation between Croatia, Hungary and Serbia” and	Zagreb/Croatia	15-16 December 2011	organized by the Institute for International Relations and Friedrich Ebert Stiftung; and	Senior Expert on Energy and Infrastructure
“Roundtable on Trans-boundary Water Management”	Zagreb/Croatia	Friday, December 16, 2011	Petersberg Phase II/Athens Declaration Process	Senior Expert on Energy and Infrastructure
“Is the International Strategy for the Western Balkans in Trouble? Addressing the socio-political obstacles to the Western Balkan NATO and EU Accession”	Thessaloniki/Greece	16-17 December 2011	ELIAMEP Hellenic Foundation for European & Foreign Policy & Navarino Network	LO Advisor
SEESAC Regional Steering group Meeting	Belgrade/Serbia	#####	organized by SEESAC	Senior Expert on Security Issues
The fourth meeting of the SEEC PD Working Group	Belgrade/Serbia	#####	organized by the National Assembly of the Republic of Serbia under the auspice of the Serbian Chairmanship-in-Office of SEEC	Expert on Parliamentary Cooperation



## **Annex 4**

# **Projects developed with the support and involvement of the RCC Secretariat**

### ESD Unit

	Title of the project	Role of the RCC (project design and/or fundraising)	Funds provided by:	Total value	Implementing Institution/Agency Position	Duration of the project
1.	<b>Support to the South East Europe Investment Committee</b>	Project design and fundraising	MB IPA	EUR 800,000	RCC secretariat	<b>2012 - 2013</b>
2.	<b>“Women Entrepreneurship – a Job Creation Engine for SEE”</b>	Project design and fundraising	Swedish International Development Agency	EUR 2,200,000	RCC Secretariat (Gender Task Force, SEE Centre for Entrepreneurial Learning – SEECCL)	<b>2011 – 2014</b>
3.	<b>Western Balkans Social Agenda - 2020</b>	Project design and fundraising	Friedrich Ebert Stiftung (FES)	EUR 120,000	RCC Secretariat	<b>2011 – 2013</b>
	<b>Total</b>			<b>EUR 3,120,000</b>		

### EI Unit

	Title of the project	Role of the RCC (project design and/or fundraising)	Funds provided by:	Total value	Implementing Institution/Agency Position	Duration of the project
1.	<b>Sustainable Energy Development Regional Initiative</b>	Support to the project design and fundraising activities  Support to the initiative development and implementation including co-organizing SEDRI TF meetings and coordinating stakeholders	CEI Trust Fund, EBRD, EC funds, bilateral donors	1,739,000 - for preparatory activities (project documentation)  Investments needed at a later	TBD  Will be different for different projects from the inventory	2010-  Long term project

				stage TBD are much higher		
2.	<b>Strengthening the Public Dialogue on Sustainable Energy Use in SEE</b>	Support to the fundraising activities  Support to further project development and implementation including organization and realization of relevant regional events	GIZ, Visegrad Group	Long-term project started with the GIZ and Visegrad Group financial support; fundraising continues	Belgrade Fund for Political Excellence and network of political schools from the SEE region	2010-  Long term project
3.	<b>Project proposal on air Traffic Development –the “Cohesion by Air” Study</b>	Support to the project design and fundraising activities	MB IPA	EUR 850,000	TBD	<b>2012-2013</b>
4.	<b>Support to the establishment of Road Safety Training Centre</b>	Support to the fundraising activities  Coordination of activities among all stakeholders	TBD	TBD	ACE/BiH Ministry of Communications and Transport	<b>2012-2013</b>
	<b>Total</b>			<b>EUR 2,589,000</b>		

### JHA Unit

	<b>Title of the project</b>	<b>Role of the RCC (project design and/or fundraising)</b>	<b>Funds provided by:</b>	<b>Total value</b>	<b>Implementing Institution/Agency Position</b>	<b>Duration of the project</b>
1.	<b>Strengthening the Integrity System in South East Europe</b>	Project design  And fund raising	US State Department through RCC Secretariat	USD 75,000	RCC and Regional Anticorruption Initiative	<b>2010</b>

2.	<b>Establishment of Framework for Integrated Anti-corruption Legal Education in South-Eastern Europe</b>	Project design	US State Department through RCC Secretariat	USD 75,000	RCC and Regional Anticorruption Initiative	<b>2012</b>
3.	<b>IPA 2008 Police Cooperation Fight Against Organized Crime in particular Drug Trafficking and the prevention of Terrorism DET ILECUs II</b>	Contribution to the project design and implementation	IPA - MB	EUR 2,499,786.98	Germany and Austria Federal Police	<b>2011</b>
4.	<b>Establishment of International Law Enforcement Co-ordination Units (ILECUs) ILECUs I</b>	Contribution to the project design and implementation	CARDS Regional Action Programme 2005	EUR 2,000,000	Federal Ministry of the Interior of the Republic of Austria, Romania, Slovenia	<b>2008 – finalized 2011</b>
5.	<b>Cooperation in Criminal Justice: Witness Protection in the Fight against Serious Crime and Terrorism (WINPRO)</b>	Contribution to the project design and implementation	IPA – MB 2009	EUR 4,210,526	Northern Ireland Co-operation Overseas.	<b>2011</b>
6.	<b>Support to the Prosecutors' Network in South-eastern Europe PROSECO</b>	Contribution to the project design and implementation	2006 CARDS	EUR 1,666,669	Council of Europe, Italy Ministry of Justice	<b>2008 – finalized in 2011</b>
7.	<b>Fight against organised crime and corruption: Strengthening the Prosecutors' Network</b>	Contribution to the project design and implementation	IPA-MB 2010	EUR 2,000,000	GIZ	<b>2012</b>

8.	<b>Promoting the Rule of Law and Human Security in South Eastern Europe UNODC Regional Programme (2009-2011)</b>	Contribution to the program design and implementation	UNODC	USD 10,600,000	UNODC	<b>2009 finalized 2011</b>
9.	<b>Regional Program for SEE 2010 – 2015, Countering Illicit Trafficking and Organized Crime For Improved Governance, Justice and Security</b>	Contribution to the program design and implementation	UNODC	TBD	UNODC	<b>2012</b>
10.	<b>Swiss Program on regional police cooperation activities through 2012 – 2016.</b>	Contribution to the program design and implementation	Geneva Centre for the Democratic control of Armed forces (DCAF) and Swiss Agency for Development and Cooperation (SDC)	CHF 5,000,000		<b>2012-2016</b>
	<b>Total</b>			<b>USA 10,750,000 EUR 12,376,981.98 CHF 5,000,000</b>		

**SC Unit**

	<b>Title of the project</b>	<b>Role of the RCC (project design and/or fundraising)</b>	<b>Funds provided by:</b>	<b>Total value</b>	<b>Implementing Institution/Agency Position</b>	<b>Duration of the project</b>
1.	<b>Strengthening of Regional Cooperation on Gender Mainstreaming in Security Sector Reform in the Western Balkans</b>	<i>Contribution to design and fundraising</i>	Norway assistance (with additional contributions from Sweden and UNDP)	Norway – EUR 2.250.000 Sweden+UNDP – EUR 200.000	SEESAC	<b>2012 – on going</b>
2.	<b>Support for SEESAC arms control activities in the Western Balkans in the framework of the EU Strategy to combat the illicit accumulation and trafficking of SALW and their ammunition</b>	Fundraising	<b>Council Decision 2010/179/CFSP of 11 March 2010</b>	EUR 2.100.000	SEESAC	<b>2010 - ongoing</b>
3.	<b>Support for gender mainstreaming in police</b>	Fundraising	Norway assistance	EUR 400.000	SEESAC	<b>2010 (for the period 2010-2012)</b>
4.	<b>Support for the SEE Small Arms Clearinghouse (SEESAC) and Arms control program in the Western Balkans</b>	Fundraising	Norway assistance	EUR 2.400.000	SEESAC	<b>2009 (for the period 2009-2012)</b>
	<b>Total</b>			<b>EUR 7.350.000</b>		

**BHC Unit**

#	Title of the project	Role of the RCC (project design and/or fundraising)	Funds provided by:	Total value	Implementing Institution/Agency Position	Duration of the project
1	<b>Building Capacity for Structural Reform in Higher Education of Western Balkan Countries</b>	Political support for ensuring active participation and support of national institutions, organizing/co-chairing project preparatory events, participating in project development, direct involvement in fundraising, establishment and co-chairing of the project Steering Body	TEMPUS Programme	EUR 1.000.000	University of Novi Sad	<b>January 2011- October 2015</b>
2	<b>Ljubljana Process II</b>	Political support for ensuring active participation and support of national institutions, organizing/co-chairing project preparatory events, participating in project development, direct involvement in fundraising, establishment of transparent international RCC Task Force and its Secretariat (project implementation mechanism), supervising and assisting the work of the RCC TF CS; recruiting, training assisting the TF Secretariat staff, signing of the project financial agreement; supervising administrative aspects of project implementation	MB IPA	EUR 2.100.000	RCC Task Force on Culture and Society	<b>June 2011- June 2014</b>
3	<b>Regional Strategy for Research and Development for Innovation for the Western Balkans</b>	Political support for ensuring active participation of national institutions, organizing/co-chairing project preparatory events, participating in project development, direct involvement in fundraising, establishment and co-chairing of the project Steering Body	MB IPA	EUR 1.500.000	World Bank	<b>November 2011- November 2013</b>

4	<b>Parliamentary Cooperation in the Western Balkans and Turkey - Support to the Cetinje Parliamentary Forum -</b>	Political support for ensuring active participation of national institutions, organizing/co-chairing project preparatory events, writing of the project, direct involvement in fundraising, - <i>achieved</i> ; institutionalization of regional structure which will implement the project, supervising and assisting the work of CPF; recruiting, training assisting the CPF Secretariat staff, signing of the project financial agreement; supervising administrative aspects of project implementation	MB IPA	EUR 1.000.000	Cetinje Parliamentary Forum	<b>November 2012- November 2014</b>
<b>Total</b>				<b>EUR 5,600,000</b>		

### Media Unit

	<b>Title of the project</b>	<b>Role of the RCC (project design and/or fundraising)</b>	<b>Funds provided by:</b>	<b>Total value</b>	<b>Implementing Institution/Agency Position</b>	<b>Duration of the project</b>
1.	<b>Enabling the pivotal role of public service media for freedom of expression and the media in South East Europe by 2020</b>	Cooperation with the European Broadcasting Union on project design and fundraising	Preliminary support of EUR 1,000,000 announced by the European Commission	EUR 2,865,000	European Broadcasting Union, in cooperation with the European Association of Public Service Media in South East Europe	<b>Phase I 2012-2013</b>
2.	<b>"How do I see my neighbour?" component of the project: Strengthening of RCC Secretariat</b>	Cooperation with the European Commission and the Central European Initiative on project design	European Commission	EUR 73,000	European Association of Public Service Media in South East Europe	<b>2012 – 2014</b>

	<b>Total</b>			<b>EUR 2,938,000</b>		
	<b>GRAND TOTAL</b>			<b>USA 10,750,000</b> <b>EUR 33,973,981.98</b> <b>CHF 5,000,000</b>		
	<b>Grand total EUR (exchange rate on 27 January 2012 accorind to the <a href="http://www.xe.com/ucc">www.xe.com/ucc</a>)</b>			<b>EUR 46,314,488.52</b>		

## ANNEX V

### LIST OF ABBREVIATIONS

A5	US Adriatic Charter
ACE	Association of Consulting Engineers of Bosnia and Herzegovina
ADA	Austrian Development Agency
ANSP	Air Navigation Services Providers
ATM	Air Traffic Management
BCSDN	Balkan Civil Society Development Network
BFPE	Belgrade Fund for Political Excellence
BSEC	Black Sea Economic Cooperation
bSEE	Task Force Broadband South Eastern Europe Task Force
BTD	Balkan Trust for Democracy
CC	Climate Change
CCFAP/A	Climate Change Framework Action Plan for Adaptation
CEFTA	Central European Free Trade Agreement
CeGD	Centre for e-Governance Development
CEI	Central European Initiative
C-i-O	Chairmanship-in-Office
COARM	EU Council Working group on Arms Control
CoE	Council of Europe
COSAP	Conference of the European Integration Parliamentary Committees of States
COWEB	Working Group on Western Balkans of the Council of the EU
CP	Contracting Parties
CPF	Cetinje Parliamentary Forum
CSOs	Civil Society Organizations
CTED	Counter-Terrorism Executive Directorate
DCAF	Democratic Control of Armed Forces
DET ILECU's II	Fight against Organised Crime in Illicit Drug Trafficking and Prevention of Terrorism
DG MOVE	Directorate General for Mobility and Transport
DG REGIO	Directorate General for Regional Policy
DPPI	Disaster Preparedness and Prevention Initiative
DRR	Disaster Risk Reduction
EBRD	European Bank for Reconstruction and Development
EBU	European Broadcasting Union
EC	European Commission
ECAAA	European Common Aviation Area Agreement
ECPD	European Centre for Peace and Development
ECS	Energy Community Secretariat
ECT	Energy Community Treaty
EEAS	European External Action Service
EJN	European Judicial Network
EP	European Parliament
ERI SEE	Education Reform Initiative for South Eastern Europe
ESD	Economic and Social Development
ESDP	European Security and Defence Policy
eSEE Initiative	Electronic South Eastern Europe Initiative
EU	European Union
EU GS	European Union General Secretariat
FES	Friedrich Ebert Foundation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GS Council of EU	General Secretariat Council of European Union
GSC	General Secretariat of the Council
GTF	Gender Task Force
ICDT	International Centre for Democratic Transition
ICPDR	International Commission for the Protection of the Danube River
ICPE	International Centre for Promotion of Enterprises
ICT	Information and Communication Technologies

IEN	Integrity Expert Network
IENE	Institute of Energy of South East Europe
IFIs	International Financial Institutions
ILECUs	International Enforcement Coordination Units
IOM	International Organization for Migration
IPA	Instrument for Pre-accession Assistance
IPCC	Intergovernmental Panel on Climate Change
IPF	Infrastructure Project Facility
ISIS	Implementation of Single European Sky in South East Europe
ISRBC	International Sava River Basin Commission
JHA	Justice and Home Affairs
M&EM	Monitoring and Evaluation Mechanism
MARRI	Migration, Asylum, Refugees Regional Initiative
MB IPA	Multi-Beneficiary Instrument for Pre-accession Assistance
MCAASEES	Marshall Centre Alumni Association for Southeast European Security
MEPs	Members of the European Parliament
MFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
NALAS	Network of Associations of Local Authorities of SEE
NATO	North Atlantic Treaty Organization
NATO HQ	North Atlantic Treaty Organization Headquarters
NGO	Non-governmental Organization
NIPACs	National IPA Coordinators
OECD	Organisation for Economic Co-operation and Development
OSCE	Organization for Security and Co-operation in Europe
PCC Secretariat	Police Cooperation Convention Secretariat
PCC-SEE	Police Cooperation Convention for South East Europe
PfP	Partnership for Peace
PFS	Partners for Financial Stability
PIDIN	Partnership for Improvement of Danube Infrastructure and Navigation
PMs	Prime Ministers
PSOTC	Peace Support Operations Training Centre
R&D	Research and Development
RACVIAC	Centre for Security Cooperation
RAI	Regional Anticorruption Initiative
RCC DSG	Regional Cooperation Council Deputy Secretary General
RCC LO	Regional Cooperation Council Liaison Office
RCC SG	Regional Cooperation Council Secretary General
RCC TF BHC	RCC Task Force Fostering and Building Human Capital
RCC	Regional Cooperation Council
RENA	Regional Environmental Network for Accession
ReSPA	Regional School of Public Administration
RI&TFs	Regional Initiatives and Task Forces
RSA	Road Safety Audits
RSD	Regional Strategic Document
RSI	Road Safety Inspection
RSRDI	Regional Strategy for Research and Development for Innovation in Western Balkans
SCEEP PD	South East Europe Cooperation Process Parliamentary Dimension
SCU	Security Cooperation Unit
SDC	Sustainable Development Commission
SECE CRIF	South East and Central European Catastrophe Risk Insurance Facility
SECI Centre	Southeast European Cooperative Initiative, Regional Centre for Combating Organized Crime
SECI	Southeast European Cooperative Initiative
SEDM	South East Europe Defence Ministerial
SEDRI	Sustainable Energy Development Regional Initiative
SEE	South East Europe
SEEA	South East Europe Association
SEEC	South East Europe Clearing House
SEECCEL	South East Europe Centre for Entrepreneurial Learning

SEECIC	South East European Counter-Intelligence Chiefs Forum
SEECF	South-East European Cooperation Process
SEEDPD	South East European Defence Policy Directors Forum
SEEFREC	SEE Fire Fighting Regional Centre Network
SEEIC	South East Europe Investment Committee
SEEJTN	SEE Judicial Training Network
SEELS	South East European Law School Network
SEEMIC	South East Europe Military Intelligence Chiefs
SEENSA	National Security Authorities of South East Europe Countries
SEEPAG	Southeast European Prosecutors Advisory Group
SEESAC	South East Europe Small Arms and Light Weapons Clearing House
SEETO	South-East Europe Transport Observatory
SELEC	Southeast European Law Enforcement Centre
SEPCA	Southeast Europe Police Chiefs Association
SES	Single European Sky
SGRS	Steering Group on Regional Strategy
SIDA	Swedish Development Agency
SME	Small and medium-sized enterprise
SPMU	Strategic Police Matters Unit
STREW	Structural Reform in Higher Education in Western Balkans Countries
SWP	Strategy and Work Programme
TACSO	Technical Assistance for Civil Society Organizations
TCT	Transport Community Treaty
TEMPUS	European Union's programme which supports the modernisation of higher education in the Partner Countries of Eastern Europe, Central Asia, the Western Balkans and the Mediterranean region, mainly through university cooperation projects
TEN-T	Trans-European Transport Network
TF	Task Force
TFCS	Task Force on Culture and Society
ToR	Terms of Reference
UNCTED	United Nations Counter-Terrorism Executive Directorate
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNMIK	United Nations Interim Administration Mission in Kosovo
UNODC	United Nations Office on Drugs and Crime
USA	United States of America
USAID	United States Agency for International Development
VC	Venture Capital
WB countries	Western Balkan countries
WB	World Bank
WBIF	Western Balkans Investment Framework
WG	Working Group
WINPRO	Witness Protection in the Fight against Serious Crime and Terrorism