

BACID III programme

Annex 1 - Austrian Development Agency – Logframe Matrix

Intervention Logic	Indicators Indicate a target value for each indicator	Sources of Verification List the source of verification / information for each indicator	Risks & Assumptions
<p>Impact Improving public governance at all levels to increase socio-economic development of the Western Balkans and the Republic of Moldova and support the process of Regional and European Integration (see SDGs 5.5, 11.3, 16.5, 16.6, 16.10)</p>	<p>Fight against corruption (see SDG 16.5): <u>Target value(s) until:</u> Agreement of citizens more than 40 percent in average (2024) <u>Baseline:</u> 35 percent</p> <p>Efficiency of public services (see SDG 16.6 & 16.10): <u>Target value(s) until:</u> Agreement of citizens more than 60 percent in average 2024) <u>Baseline:</u> 56 percent</p> <p>Progress of Public Administration Reform (PAR) (see SDG 16.6 & 16.10): <u>Target value(s) until:</u> Positive assessments of PAR of EC/OECD SIGMA in all beneficiary countries <u>Baseline:</u> -</p>	<p><u>Data source:</u> Western Balkan Barometer (Perception of Citizens on Corruption, figure 124; 2021) <u>Collection method:</u> data and information collection, activity reports, perception based indicators <u>Frequency:</u> annually <u>Responsibility:</u> RCC, ReSPA</p> <p><u>Data source:</u> Western Balkan Barometer (Perception of Citizens Efficiency, figure 111; 2021) <u>Collection method:</u> data and information collection, activity reports, perception based indicators <u>Frequency:</u> annually <u>Responsibility:</u> RCC, ReSPA</p> <p><u>Data source:</u> Communications of EC, Reports of OECD SIGMA <u>Collection method:</u> qualitative description and summary of the data sources <u>Frequency:</u> annually/multi annually <u>Responsibility:</u> EC, OECD SIGMA</p>	<p>Good Governance and effective public administrations are main drivers for the social and economic development of a country and the life quality of the citizens. Regional Cooperation as well as European Integration are main fundamentals for improving public governance.</p>

BACID III programme

	<p>Progress in Decentralization Local Autonomy (see SDG 11.3) <u>Target value(s) until:</u> Positive assessments decentralisation and local autonomy in all beneficiary countries <u>Baseline:</u> -</p>	<p><u>Data source:</u> Regional Decentralisation Observatory <u>Collection method:</u> qualitative description and summary of the data sources <u>Frequency:</u> annually/multi annually <u>Responsibility:</u> NALAS</p>	
<p>Outcome The quality of public administration and public services are enforced through the Common Assessment Framework (CAF) and the Regional Quality Management Centre of ReSPA</p>	<p>Review of the CAF programmes proves higher quality of public administration and public services after CAF implementation. <u>Target value(s) until:</u> 70% perceive a higher quality of their organization after CAF implementation: CAF review in 2024 <u>Baseline:</u> -</p> <p>ReSPA providing CAF services independently and with own capacities and financial sources <u>Target value(s) until:</u> ReSPA employs one part time program officer and one part time assistant for the Regional Quality Management Centre with own funding in 2024. <u>Baseline:</u> -</p> <p>CAF is included in the PAR-strategies/programs of the beneficiary countries and organisations: <u>Target value(s) until:</u> 10 PAR-</p>	<p><u>Data source:</u> CAF Review of the BACID programme (Perception of CAF programme managers on the improvement of public administration and public services after CAF implementation) <u>Collection method:</u> survey <u>Responsibility:</u> ReSPA and KDZ</p> <p><u>Data source:</u> Minutes of ReSPA Board meetings, List of employees of ReSPA <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA</p> <p><u>Data source:</u> National PAR-strategies <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA</p>	<p>National governments in the region remain committed to European integration and regional cooperation, despite changing political environment.</p> <p>EU and its members continue to support development of the region through Berlin Process and pre-accession aid.</p>

BACID III programme

<p>Decentralisation and local autonomy as key elements of the “Western European Democracy Model” and guarantors for the provision of high-quality local services in the Western Balkan and Moldova are strengthened through the work of NALAS</p>	<p>strategies of countries, regions, ministries during the project implementation phase: 3 in 2022, 5 in 2023, 2 in 2024 <u>Baseline: 3</u></p> <p>ReSPA is implementing projects related to public administration reform and better public services for/with RCC <u>Target value(s) until: 3</u> PAR-related projects/cooperations with/for RCC during the project implementation phase: 1 in 2022, 1 in 2023, 1 in 2024 <u>Baseline: -</u></p> <p>ReSPA opens its services to the local level <u>Target value(s) until: 3</u> activities with local governments or representatives of LG during the project implementation phase: 1 in 2022, 1 in 2023, 1 in 2024 <u>Baseline: - (no services and cooperation with local level existing)</u></p> <p>Degree of Local Autonomy increased. Target value(s) until: Local autonomy average indicator 7.8 in 2024 Baseline: 7.5</p>	<p><u>Data source:</u> Cooperation Agreements, Memorandum of Understandings, Conference Agendas, Minutes of ReSPA Board meetings, ReSPA reports <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA</p> <p><u>Data source:</u> Project Assignments, Participants Lists, Cooperation Agreements, Memorandum of Understandings, Conference Agendas, Minutes of ReSPA Board meetings, ReSPA reports <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA</p> <p><u>Data source:</u> Regional Decentralisation Observatory <u>Collection method:</u> qualitative description and summary of the data sources <u>Responsibility:</u> NALAS</p>	
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BACID III programme

	<p>NALAS is acknowledged as relevant stakeholder for decentralisation: <u>Target value(s) until:</u> 6 cooperations, partnerships, conference invitations from relevant institutions concerning decentralisation during the project implementation phase: 2 in 2022, 3 in 2023, 1 in 2024 <u>Baseline:</u> -</p> <p>NALAS is implementing projects related to decentralisation for/with RCC: <u>Target value(s) until:</u> 3 projects/cooperations with/for RCC during the project implementation phase: 1 in 2022, 1 in 2023, 1 in 2024 <u>Baseline:</u> -</p> <p>NALAS is a competent actor for digitalisation of local governments in WB: <u>Target value(s) until:</u> 7 digitalisation officers active in NALAS committees until 2023 <u>Baseline:</u> -</p>	<p><u>Data source:</u> Cooperation Agreements, Memorandum of Understandings, Conference Agendas, Minutes of NALAS Board meetings, NALAS reports <u>Collection method:</u> reporting <u>Responsibility:</u> NALAS</p> <p><u>Data source:</u> Cooperation Agreements, Memorandum of Understandings, Conference Agendas, Minutes of NALAS Board meetings, NALAS reports <u>Collection method:</u> reporting <u>Responsibility:</u> NALAS</p> <p><u>Data source:</u> Minutes of NALAS Board meetings, NALAS reports <u>Collection method:</u> reporting <u>Responsibility:</u> NALAS</p>	
<p>Output 1 The future existence of the Regional Quality Management Centre of ReSPA is assured and it provides excellent CAF services</p>	<p>-) EFAC certified <u>Target value(s) until:</u> 30 new (10 women) till 2023 (15 in 2022, 15 in 2023) <u>Baseline:</u> 10</p>	<p><u>Data source:</u> List of participants, provided certificates, Respa and BACID reports <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA and KDZ</p>	<p>Member countries of ReSPA will remain committed to regional cooperation through ReSPA.</p> <p>CAF is recognised from EU and OECD SIGMA as tool for better</p>

BACID III programme

	<p>-) Effective CAF User labels provided <u>Target value(s) until:</u> 6 till 2024 (1 in 2022, 4 in 2023, 1 in 2024) <u>Baseline:</u> -</p> <p>-) CAF implemented in public sector organisations (at least 2 in cities) <u>Target value(s) until:</u> 16 (8 with female project leaders) (2 in cities) till 2024 (4 in 2022, 10 in 2023, 2 in 2024) <u>Baseline:</u> -</p> <p>-) Gender and diversity specific actions included in the CAF action plans <u>Target value(s) until:</u> 16 actions till 2024 (4 in 2022, 10 in 2023, 2 in 2024) <u>Baseline:</u> -</p> <p>-) CAF publication including the review of the CAF-program (focus on gender/diversity impact of CAF) <u>Target value(s) until:</u> 1 till 2024 <u>Baseline:</u> -</p>	<p><u>Data source:</u> official Effective CAF User (ECU) certificate, publication of certificates in media and websites, ReSPA and BACID reports <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA and KDZ</p> <p><u>Data source:</u> officially signed project assignments with the organisations, Respa reports <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA and KDZ</p> <p><u>Data source:</u> CAF action plans <u>Collection method:</u> reporting <u>Responsibility:</u> ReSPA and KDZ Comment: Each CAF implementation finalises with an improvement plan covering several actions for the further development of the organisation. As a development indicator it is foreseen to ensure that each improvement plan covers at least 1 gender and diversity specific action.</p> <p><u>Data source:</u> Publication, BACID Reports <u>Collection method:</u> reporting <u>Responsibility:</u> KDZ</p>	<p>quality and governance in public sector organisations. It is an important driver and guideline for increased public governance in transition countries supporting the cooperation between countries and the European Integration.</p> <p>Civil servants involved in the activities of the Regional Quality Management Centre of ReSPA act as multiplier for good governance, cross-sectoral cooperation and integrate gained knowledge in public administration reforms in their countries.</p>
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BACID III programme

	<p>-) Civil Servants trained in organisational developments through CAF workshops <u>target value(s) until: 210 till 2024</u> (60 in 2022, 120 in 2023, 30 in 2024) <u>Baseline: -</u></p>	<p><u>Data source:</u> Publication, BACID Reports, participants lists <u>Collection method:</u> reporting <u>Responsibility:</u> KDZ</p>	
<p>Output 2 The institutional sustainability of NALAS is ensured through high competence in decentralisation and the provision of excellent services</p>	<p>-) NALAS Observatory with 40 indicators relaunched (incl 6 Gender/Diversity Indicators) <u>Target value(s) until: 120 indicators till 2023</u> (20 in 2022, 20 in 2023) <u>Baseline: 80</u></p> <p>-) Citizen Budget reports published (based on citizen budgeting processes with focus on gender equality) <u>Target value(s) until: 3 till 2024</u> (2 in 2023, 1 in 2024) <u>Baseline: -</u></p> <p>-) Study/Analysis of digitalisation of LG services available (including gender/diversity focus) <u>Target value(s) until: 1 in 2022</u> <u>Baseline: -</u></p> <p>-) Smart Digital City Pilots implemented <u>Target value(s) until: 2 till 2024</u> (1 in 2023, 1 in 2024) <u>Baseline: -</u></p>	<p><u>Data source:</u> Observatory Website, Info in Media, BACID Reports <u>Collection method:</u> reporting <u>Responsibility:</u> KDZ and NALAS</p> <p><u>Data source:</u> Project assignments with cities, Citizen Budget Reports, Info in Media, BACID Reports <u>Collection method:</u> reporting <u>Responsibility:</u> KDZ and NALAS</p> <p><u>Data source:</u> published study, Info in Media, NALAS Annual Reports, BACID Reports <u>Collection method:</u> reporting <u>Responsibility:</u> KDZ and NALAS</p> <p><u>Data source:</u> Project Assignments with Cities, NALAS Annual Reports, BACID Reports <u>Collection method:</u> reporting <u>Responsibility:</u> KDZ and NALAS</p> <p><u>Data source:</u> Position Papers, NALAS Annual Reports, NALAS</p>	<p>Decentralisation and local autonomy are key elements of the “Western European Democracy Model” and good governance.</p> <p>Activities follow the requirements of the NALAS strategy concerning digitalisation, decentralisation and local governance (e.g. citizen participation).</p> <p>Members of NALAS will remain committed to regional cooperation through NALAS.</p> <p>National Governments continue to support the process of decentralization and regional cooperation in the countries.</p> <p>Local governments in the region have sufficient resources and capacities – including fundings from national governments and donors - to implemented relevant policies.</p>

BACID III programme

	-) Position papers published <u>Target value(s) until: 2 new till 2024 (1 in 2022, 1 in 2024)</u> <u>Baseline: 3</u>	General Assembly Minutes, Info in Media, BACID Reports <u>Collection method: reporting</u> <u>Responsibility: KDZ and NALAS</u>	
Activities	Means	Costs	
<p>The following activities are described in detail in chapter 4 “Input/Activities” of the project document:</p> <p>1.1.1) Setting up the CAF-Feedback and Certification System</p> <p>1.1.2) Setting up a Network of CAF-Feedback Actors and their empowering</p> <p>1.1.3) Providing Feedback and label “Effective CAF User” in pilot organizations</p> <p>1.1.4) Linking the CAF-actors of the Western Balkan with the European CAF-Network (CAF Regional Network)</p> <p>1.2.1) Carrying out CAF-implementations</p>	<p>1 QM program manager and one program assistant (each 50%) in ReSPA, 1 long-term local external expert, 5 short-term external experts, 2 KDZ Governance and CAF Experts (part time)</p> <p>-) Mentoring the setting up of the CAF-Certification System (PEF), -) writing and compiling the PEF-documents -) 48 CAF related workshops (training, consensus, action plan; 1/3 online; 2/3 face to face), -) Training of 30 EFAC (6 days), -) 6 onsite visits for Effective CAF User labels, -) 4 meetings of Group of EFACs,</p> <p>-) 4 European CAF Network Meetings, -) 2 CAF-Regional Network Meetings</p> <p>-) implementing 16 CAFs</p>	<p>1. Human Resources incl Travel: 288.605€ (incl Travel 40.600 €) 2. Equipment: 2.000 € 3. Logistics and operational costs: 71.500€ 4. Other costs for activities according to the planning matrix: 9.000€ (50% gender analysis costs) 5. Visibility, publications etc: 13.000 € 6. Complementary organisational development/capacity development: 133.400€</p>	<p>According to the experience with the previous BACID program representatives of national and subnational governments in the region take active interest and participation in use of CAF to support public administration reform, good governance, better services for citizens, regional cooperation and European integration.</p> <p>Covid19 can still result in activities being postponed or carried out in digital form.</p> <p>Since the Republic of Moldova is not a member of ReSPA, the implementation of the CAF requires special efforts and support from the BACID partners.</p>

BACID III programme

<p>1.2.2) Carrying out CAF in local/regional governments</p> <p>1.2.3) Developing Digital tools for CAF and Public Administration Reform</p> <p>1.3) Organising CAF Networking Events and implementing the Evaluation</p>	<p>-) implementing 2 CAFs</p> <p>-) Programming CAF digital tools</p> <p>-) organising 1 CAF EU event</p> <p>-) evaluating of the CAF-program</p> <p>-) editing 1 CAF publication</p>		
<p>The following activities are described in detail in chapter 4 “Input/Activities” of the project document:</p> <p>2.1.1) Elaborating fiscal decentralisation reports in SEE focusing on post covid19</p> <p>2.1.2) Implementing citizens budgets</p> <p>2.1.3) Integrating the regional and administrative decentralisation assessment in the NALAS Observatory</p> <p>2.2.1) Improving NALAS capacities to support the smart</p>	<p>1 NALAS long-term local Fiscal Decentralization expert, 1 NALAS long-term local EU expert, 1 Digitalisation officer (100%) in NALAS, 3 short-term external experts, 2 KDZ Governance Experts (part time), 2 AACT experts (part time)</p> <p>-) research, collecting data, visualising the data, compiling data to local government financial decentralisation reports</p> <p>-) defining templates, workshops and interviews with municipal staff and citizens</p> <p>-) elaborating citizen budget report</p> <p>-) research, interview, data collection, website updating</p> <p>-) capacity building for digitalisation officers</p>	<p>1. Human Resources incl Travel: 177.045€ (incl Travel: 17.400 €)</p> <p>2. Equipment: 2.000 €</p> <p>3. Logistics and operational costs: 22.500 €</p> <p>4. <i>Other costs for activities according to the planning matrix:</i> 76.500€ (including 50% of the gender analysis)</p> <p>5. <i>Visibility, publications etc:</i> 8.500€</p> <p>6. <i>Complementary organisational development/capacity development:</i> 167.400 €</p>	<p>NALAS member LGAs contribute actively to the implementation of the BACID activities especially in the capacities to support the smart digitalisation and are willing to share experiences.</p> <p>The methodology and transparency of the Regional Decentralisation Observatory are well accepted by the national and subnational decision makers.</p> <p>Covid19 can still result in activities being postponed or carried out in digital form.</p>

BACID III programme

<p>digitalisation 2.2.2) Improving the digital capacities of Local Governments in SEE</p> <p>2.2.3) Implementing Smart digital city pilots</p> <p>2.3.1) Extending NALAS role in EU Affairs through elaboration of relevant policy papers</p>	<p>-) research and interviews for survey of digitalisation -) workshops -) study visit</p> <p>-) concepting, programming app, implementing 2 municipal pilots for smart digitalisation</p> <p>-) lobbying, interviews, writing position papers</p>		<p>Two pilot cities for smart digitalisation remain committed to their digitalisation program and the cooperation with BACID.</p>
<p>Implementation and Monitoring</p> <p>a) Planning b) Coordination and Communication c) Risk Management d) Monitoring, evaluation e) Reporting f) Managing staff</p>	<p>1 BACID program manager (KDZ part time), 2 Governance Experts act as component leader (KDZ part time), Financial manager (KDZ) and Program officer/assistant (KDZ) (each part time). Each partner nominates one BACID coordinator. Office premises of all project partner for all members of the team with equipment. Quarterly online meetings and at least 3 coordination meetings throughout the project duration.</p>	<p>7. Contingency: 25.000 € Indirect costs: 95.000 Euro (9,86 % of ADA contribution)</p> <p>Total costs: 1.091.450 € Contribution ADA: 963.800€ Own contribution AACT: 73.400 € Contribution ReSPA: 34.000 € Contribution NALAS: 20.250 €</p>	<p>Commitment of national and local governments secured through partnership status of ReSPA and NALAS. Designed activities are demand driven and based on closed consultations with local partners.</p> <p>Due to prior common project implementation of BACID II the partners are well known and the implementation and monitoring practices well established.</p> <p>The good relationship and trust of the partners ensures a flexible adaptation of tasks and responsibilities if this should be necessary due to external circumstances.</p>