



## Minutes

### of the 10<sup>th</sup> meeting of the ERI SEE Governing Board and Consultative Body

**23 June 2009, Zagreb, Croatia**

The 10<sup>th</sup> meeting of the ERI SEE Governing Board and Consultative Body was organised by the ERI SEE Agency. The Ministry of Science, Education and Sports of the Republic of Croatia hosted the meeting. The meeting took place in Zagreb, Croatia on 23 June. It was a back-to-back meeting with the Second meeting of the Task Force Fostering and Building Human Capital (TFBHC) of the Regional Cooperation Council (RCC)<sup>1</sup>, which took place on 24 June 2009.

The members of the Governing Board from: Bosnia and Herzegovina, Montenegro and the TFBHC participated to the meeting. Croatia was represented by Ms. Ivana Puljiz – Director of the Directorate for International Cooperation and European Integration of the Ministry of Science, Education and Sports and Mr. Hrvoje Pavletic – Associate in the Directorate for International Cooperation and European Integration of the Ministry of Science, Education and Sports. Kosovo<sup>2</sup> was represented by Mr. Kapllan Halimi, Director of the Department for Development Coordination and European Integration of the Ministry of Education, Science and Technology. Countries which were not represented at the meeting: Albania, Bulgaria, the Republic of Macedonia, the Republic of Moldova, Romania and Serbia<sup>3</sup>.

Mr. Mladen Dragašević, Head of Building Human Capital and Cross-Cutting Issues Unit represented the RCC. Ms. Jasna Arsic-Djapo, Legal Adviser of the RCC, participated and contributed to the session dedicated to the development perspectives of ERI SEE legal and organisational aspects.

The members of the Consultative Body from: KulturKontakt Austria, the OECD, CROSS/EVD on behalf of the Netherlands Ministry of Education, Culture and Science, as well as from the Ministry of Education and Research from Norway participated to the meeting. Ms. Brigit Hagmann and Ms. Lidia Vujcic represented the Swiss Agency for Development and Cooperation (SDC). The European Training Foundation (ETF) and the

---

<sup>1</sup> At organizational level, the coordination and synergy among the staff members of the ERI SEE Agency, the TFBHC Secretariat and the Ministry of Science, Education and Sports of the Republic of Croatia in the preparatory phase, enabled smooth running of both events.

<sup>2</sup> Under the United Nations Security Council Resolution 1244

<sup>3</sup> The absence of the members of the ERI SEE Governing Board from Albania, Bulgaria, the Republic of Moldova, Romania and Serbia was related to lack of national finances needed to cover the costs of the missions.

Council of Europe informed the Agency that the members of the ERI SEE Consultative Body will not be able to participate to the meeting.

Ms. Katarina Miljevic from KulturKontakt Austria also took part to the meeting, as representative of the TFBHC Secretariat.

The ERI SEE Agency was represented by the Executive Director and the Business Secretary.

Due to last moment obligations as State Secretary of the Ministry of Science, Education and Sports of the Republic of Croatia, the Chair of the ERI SEE Governing Board Dr. Radovan Fuchs was prevented from chairing the meeting. In absence of Dr. Fuchs, the Director of the Directorate for International Cooperation and European Integration of the Ministry of Science, Education and Sports of the Republic of Croatia and Co-chair of the TFBHC, Ms. Ivana Puljiz, chaired the meeting.

The draft Minutes of the 9-th meeting of the ERI SEE Governing Board and Consultative Body (Podgorica, 1 December 2008) were distributed to the participants on 24 December 2008. Since there were no requests for interventions in the text, the document presents the final version of the Minutes.

The participants adopted the agenda of the meeting that covered the following topics:

#### **1. Opening remarks**

*Ms. Ivana Puljiz, Director of the Directorate for International Cooperation and European Integration of the Ministry of Science, Education and Sports of the Republic of Croatia and Co-chair of the TFBHC*

*Mr. Mladen Dragasevic, Head of Building Human Capital and Cross-Cutting Issues Unit of the Regional Cooperation Council*

#### **2. ERI SEE Activities 2009**

- Activity Report January – June 2009
- Outlook of the activities July – December 2009

*Ms. Aspasija Hadžišće, ERI SEE Director*

Discussion

#### **3. Development perspectives of ERI SEE Legal and Organisational Aspects**

- RCC presentation of best practices of the establishment of regional initiatives as legal entities relevant for financing by their members

*Ms. Jasna Arsic-Djapo, Legal Adviser, Regional Cooperation Council*

- Perspectives of ERI SEE - Legal and financial implications

*Tour de table discussion*

#### **Organisational issues**

#### **4. AOB and closing remarks**

##### **1. Opening remarks**

*Ms. Ivana Puljiz, Director of the Directorate for International Cooperation and European Integration of the Ministry of Science, Education and Sports of the Republic of*

*Croatia and Co-chair of the TFBHC* warmly welcomed the participants in name of Dr. Fuchs, Chair of the ERI SEE Governing Board and State Secretary of the Ministry of Science, Education and Sports of the Republic of Croatia. She conveyed his wishes for fruitful work and a successful meeting.

Ms. Pujliz pointed out the importance of the meeting in view of the topics covered with the agenda. The cancellation of the Chisinau meeting which was foreseen to take place in April, delayed the discussion on different topics relevant for ERI SEE work. This meeting provides the opportunity to discuss the ERI SEE work in the first half of the year 2009 and the activities which are foreseen to take place in the second half of 2009. Thanks to the active involvement of the Regional Cooperation Council (RCC) after the meeting of the ERI SEE Governing Board and Consultative Body in Podgorica, Montenegro (December 2008), this meeting will enable informed discussion on the organisational structures of the regional initiatives which ensure institutional integrity and financial sustainability. Under organisational issues, the meeting is to initiate the procedure for launching an open competition for the position of Executive Director of the ERI SEE Agency.

Ms. Pujliz informed the participants that only the representative of the TFBHC in the ERI SEE Governing Board has casted his vote within the distance voting procedure for adoption of the draft ERI SEE Activity Report 2008, the draft ERI SEE Financial Report 2008 and the Proposal for adjustment of the Internal Organisational Rules of the Agency for the Education Reform Initiative of South Eastern Europe with the Bylaw on the Names of Jobs and Job Complexity Coefficients in Public Services of the Republic of Croatia<sup>4</sup>. Having in view the lack of quorum for deliberation of the ERI SEE Governing Board, it was agreed the draft minutes with the recommendations and conclusions of the 10<sup>th</sup> meeting of the ERI SEE Governing Board and Consultative Body to be subject of a distant voting procedure which would be launched after the meeting.

*Mr. Mladen Dragasevic, Head of Building Human Capital and Cross-Cutting Issues Unit of the Regional Cooperation Council* expressed appreciation for the invitation extended to the RCC for participation and contribution to the meeting. He pointed out that the RCC has developed and is currently running numerous activities relevant for coordination and support to the regional cooperation.

In the priority area of Building Human Capital, Mr. Dragasevic briefed the participants about the IPA Multi-beneficiary coordination meeting (Zagreb, Croatia, 9-10 June) whose aim has been to inform beneficiary countries<sup>5</sup> about the current status of programming for the IPA Multi-beneficiary programme component for 2009 and 2010, and to discuss the Multi-annual Multi-beneficiary Indicative Programming Document for 2011-2013. In addition to the beneficiary countries, representatives of the European Commission (Directorate General for Enlargement), the representatives of the EC delegations in the beneficiary countries and the RCC representatives have attended the meeting.

---

<sup>4</sup> Upon request of Dr. Radovan Fuchs, Chair of the ERI SEE Governing Board, the above mentioned distant voting procedure was opened by the Office of the State Secretary of the Ministry of Science, Education and Sports of the Republic of Croatia on 1 June 2009.

<sup>5</sup> Albania, Bosnia and Herzegovina, Croatia, the Republic of Macedonia, Montenegro, Kosovo under the UN Resolution 1244 and Turkey.

Under the auspices of the RCC Secretariat, the Ministerial Conference “Developing a Regional Research Strategy on Research and Development for the Western Balkans” has taken place in Sarajevo on 24 April. The Deputy Minister of the Ministry of Education, Youth and Sports of the Czech Republic, the Secretary General of the RCC, the European Commissioner for Science and Research, SEE Ministers and high level officials responsible for science and research, as well as heads of delegations of international organisations and respective stakeholders (DG Enlargement, OECD, UNESCO, World Bank, TFBHC, Steering Platform on Research for the Western Balkans and ERI SEE) have taken part to the meeting. With the concluded Joint Statement, the participants have agreed to place cooperation on Regional Research and Development Strategy high on their political agendas and to work on development of regional centres of excellence in the fields of common interest, thus also facilitating the integration of the Western Balkans into the EU. Organisation of a follow-up meeting with involvement of the OECD to discuss the future steps and the methodology of work on the development of the Strategy has been agreed.

Representing the “Novi Sad Initiative”, Prof. Ladislav Novak from the University of Novi Sad-Serbia has visited the RCC Secretariat. The relevance of regional cooperation in the area of higher education has been discussed and it has been agreed the RCC to support the third conference of the “Novi Sad Initiative”. The conference will take place in Sarajevo-Bosnia and Herzegovina in October 2009.

The RCC Secretariat will support a regional project in the area of quality assurance in education, targeting the educational inspectorates and teachers. The project will be developed and implemented in cooperation with the Netherlands Educational Inspectorate.

## **2. ERI SEE Activities 2009**

- Activity Report January – June 2009
- Outlook of the activities July – December 2009

*Ms. Aspasija Hadžišće, Executive Director of the ERI SEE Agency* presented the Activity Report on the implementation of the ERI SEE Work Programme 2009 in the period January-June 2009. The presentation was structured around the five ERI SEE outputs expected to be achieved in the period 2008-2010. For each output the implemented activities were elaborated (seminars, peer-learning visit, capacity building workshop, participation to conferences, e-moderated fora, re-design and updated content of the ERI SEE web site, building the network of national ERI SEE contact points (NCPs), activities for management of the ERI SEE Agency, etc.). For each output, the presentation of the implemented activities was complemented with the activities which are to take place in the period July-December 2009.

Ms. Hadzisce also pointed out the difficulties and challenges which need to be addressed in order to enable the Agency to work towards successful completion of the ERI SEE Work Programme 2009:

- The ERI SEE members to put efforts for increasing the participation and contribution of national experts to the ERI SEE events.

- The ERI SEE Governing Board to decide if there is interest and conditions for organisation and preparation of a project concept on sectoral qualifications in tourism (point 2.5, page 4 of the Activity Report on the implementation of the ERI SEE Work Programme 2009 in the period January – June 2009).
- For Seminar 3 “Assessment and Evaluation in South Eastern Europe Versus Future Challenges” to agree which SEE country will host the event.
- The members of the ERI SEE Governing Board from Albania, Kosovo<sup>6</sup> the Republic of Macedonia, Moldova and Serbia to give priority to the process of nomination of National ERI SEE Contact Points (NCPs), thus enabling completion of the process of establishment of the network of NCPs.
- The interest and the possibility for ERI SEE involvement and financial contribution to the third conference of the “Novi Sad Initiative” (Sarajevo, Bosnia and Herzegovina, October 2009) and the AEA-Europe conference (Malta, November 2009) to be discussed and agreed.

The discussion addressed different aspects of ERI SEE work:

- Mr. Kapllan Halimi expressed disagreement with the use of “Kosovo under the United Nations Security Council Resolution 1244” instead of Kosovo and informed the participants that this would cause absence of expert involvement in the future work of ERI SEE. The RCC representatives clarified that ERI SEE functions under the political umbrella of the South Eastern European Cooperation Process (SEECPP), which applies the arrangement for all-inclusiveness. The active role and substantial contribution of experts from Kosovo<sup>7</sup> to the ERI SEE events were stipulated and it was appealed to the Ministry of Education, Science and Technology to sustain the involvement in the regional cooperation supported by ERI SEE.
- The representatives of the ERI SEE Governing Board and Consultative Body expressed appreciation for the activities undertaken so far for implementation of the ERI SEE Work Programme 2009, undertaken in the period January-June 2009. The current challenges which hinder the relevance and the sustainability of the regional cooperation supported by ERI SEE were addressed and future steps were agreed:
  - The low participation of SEE experts to the events decreases the relevance of the ERI SEE work and reduces the possibility for using the Initiative as a regional platform for exchange of experience, networking and learning from good practice developed in the region, Europe-wide and world-wide. The completion of the network of ERI SEE NCPs would contribute to timely nomination of the national participants to the events. It was agreed information on the upcoming ERI SEE events to be published on the ERI SEE web site, thus providing increased visibility of the activities and raising the possibility for the experts interested to take part to the events to express their interest for participation.

---

<sup>6</sup> Under the United Nations Security Council Resolution 1244

<sup>7</sup> Under the United Nations Security Council Resolution 1244

- Development of future ERI SEE activities by relying on the already established networking (e.g. the network of the SEE VET agencies, the networking of experts in assessment and evaluation in primary and secondary education, the networking of the Bologna Process actors etc.), organisation of peer-learning visits and placements, involvement of experts outside SEE in the ERI SEE events, as well as project oriented work based on the use of funds that support regional cooperation and development (e.g. IPA and ENPI funds) were agreed as instruments that would contribute to increased sustainability of ERI SEE.
- The members of the ERI SEE Consultative Body pointed out the importance of introduction of output oriented ERI SEE reporting which would enable measuring the accomplishments by using measurable indicators. In the period when national budgets for support to donor-oriented projects are limited, outcome-oriented reporting would contribute to justification of the financial contribution of the European donors to regional cooperation in education and training in SEE.
- The Montenegrin member of the ERI SEE Governing Board initiated discussion on the interest and feasibility for establishing a regional quality assurance agency in higher education. The participants pointed out that the activities on quality assurance and development of national qualification frameworks (NQFs) are of national character and that the support to regional cooperation among the respective national structures has been identified as priority by ERI SEE, but also by the ETF and other donors and international stakeholders active in SEE.
- The member of the ERI SEE Governing Board from Bosnia and Herzegovina informed the participants that Slovenia will host the second meeting of the Council of Europe coordinated SEE regional network on NQF in higher education. The meeting will take place in Ljubljana on 29-30 June. In line with the existing cooperation with the Council of Europe, the possibility for ERI SEE participation will be discussed in the coming days.

### **3. Development perspectives of ERI SEE Legal and Organisational Aspects**

Introducing the topic on the agenda, Ms. Ivana Puljiz addressed the conclusion of the Ninth meeting of the ERI SEE Governing Board and Consultative Body for a more thorough analysis of the current organisational and legal structure of ERI SEE. This topic on the agenda is in line with the on-going efforts for increased ownership of the regional initiatives which function under the auspices of the RCC, including the financial contribution of the SEE countries.

Two important aspects of ERI SEE functioning call for evaluation and agreement on the future arrangements: the rotating seat of the ERI SEE Secretariat (as agreed with the founding document) and the legal status of this body. The Republic of Croatia has hosted the seat of the ERI SEE Secretariat since 2004. Croatia has positive experience which builds on the intensive and fruitful cooperation developed so far between the Ministry of Science, Education and Sports and the ERI SEE Agency. The role of Croatia as a host country goes beyond the originally foreseen three-year period and the on-going discussion on the ERI SEE perspectives needs to include discussion on the possible interest of other ERI SEE members to host the ERI SEE Secretariat.

With regard to the legal status, the RCC has been in communication with the TFBHC, the Croatian Ministry of Science, Education and Sports and the ERI SEE Agency since the Ninth meeting of the ERI SEE Governing Board and Consultative Body. Aiming to provide a basis for informed discussions on the legal aspects of establishment of regional initiatives which allow financing by their founders, the RCC delegated the Legal Adviser Ms. Jasna Arsic-Djapo to take part and contribute to the agenda of this meeting.

- *Best practices of the establishment of regional initiatives as legal entities relevant for financing by their members*

Short summary of the presentation of Ms. Djapo on the best practices is provided below.

Legal entities can be established in accordance with:

- Public International Law (Treaty, Convention, Agreement, Memorandum of Understanding). In such case, an *international organisation* is established.
- Within framework of a national legal system (institution, agency, or non-profit organization). In such case, a *national organisation* is established.

The international organisations provide diplomatic status. They are financed directly by member states, in accordance with founding agreements. In most cases, there are no restrictions for direct contribution to the budget, including covering the running costs. The procedure for establishment of an international organisation is time consuming. It consists of different phases (negotiation, signing and ratification of the agreement), and lasts relatively long.

National organisations do not provide diplomatic status. The way of financing depends on the structure. In case of governmental agency, finances can be ensured from with state budget, but the foreign states can have restrictions for direct funding of the agency. In case of a non-governmental agency, funding with state budget is possible, but the funding states also can finance the agency. The procedure of national organisations is relatively simple. Governmental agency can be established with a governmental decision. Non-profit agency can be established in accordance with the national legislation on non-profit associations.

Ms. Djapo provided information on the different modalities used in the case of existing regional structures which function under the RCC umbrella:

- The *Regional Cooperation Council (RCC)* is an international organisation, established with a Joint Declaration. It does not have legal personality. The Host Country Agreement of SEECF Participating States with the Government of Bosnia and Herzegovina provides legal personality to the RCC Secretariat.
- Initiated by the Stability Pact, the *Regional Anti-corruption Initiative* has a status of international organisation/diplomatic mission. The Agreement has been signed between the Office of the Special Coordinator of the Stability Pact and the Government of Bosnia and Herzegovina in 2003. The Memorandum of Understanding, signed between Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Republic of Macedonia, Montenegro, Moldova, Romania and Serbia establishes the governance and financing of operational and program budget. The Initiative receives funds from foreign donors.

- The *Migration, Asylum, Refugees Regional Initiative (MARRI)* was established with the Memorandum of Understanding signed between Albania, Bosnia and Herzegovina, Croatia, the Republic of Macedonia and Montenegro. The Memorandum authorized the Chair in Office (Albania) to conclude the Host and Headquarters agreement with the Republic of Macedonia for the MARRI Regional Centre. The host country provides running costs and facilities. The member states also contribute to the running costs and with seconded national experts.
- The *International Sava River Basin Commission* was established by the Framework Agreement on the Sava River Basin, signed by Bosnia and Herzegovina, Croatia, Serbia and Slovenia. Sava Commission has an international legal capacity. It is authorized to conclude Seat (Host) Country Agreement and is financed by direct contributions of the member states.
- The *South-Eastern Europe Health Network* was established under the auspices of the Stability Pact and WHO Europe. Parties of the Network are: Bulgaria, Romania, Slovenia, Albania, Bosnia and Herzegovina, Croatia, the Republic of Macedonia, Moldova, Montenegro and Serbia. Donor countries: Belgium, France, Greece, Hungary, Italy, Norway, Slovenia, Sweden and Switzerland. The Network does not have legal capacity. The Secretariat at WHO Europe is located in Copenhagen, Denmark. In April 2009, the Network has signed a Memorandum of Understanding, which determines the process and criteria for a seat and for financing by member countries.
- The *Regional School of Public Administration* was established under the OECD and the European Union Protocol on Cooperation on the Creation of the Regional School of Public Administration. ReSPA secretariat is within the OECD. Principally, it is financed by the EU, through CARDS and IPA funds. ReSPA is institutionalized through signing of Memorandum of Understanding between Albania, Bosnia and Herzegovina, Croatia, the Republic of Macedonia, Montenegro, Serbia and the United National Interim Administration Mission in Kosovo, acting on behalf of Kosovo pursuant to the United Nations Security Council resolution 1244.

As legal expert and a Legal Adviser of the RCC, Ms. Djapo considers that the best practice in the region on the establishment of regional initiatives is *international organisation* as legal entity. The legal status of an international organisation ensures institutional integrity and financial sustainability.

- *Perspectives of ERI SEE - Legal and financial implications*

The participants to the meeting expressed appreciation for the information provided by Ms. Djapo and considered it as valuable input to the discussion on ERI SEE perspectives. The discussion covered the following topics: the positive and the negative aspects of different legal structures, in particular the membership (full and associate membership), ensuring core countries membership of the Initiative, the ratification procedure and the entrance into force of the instruments for establishing an international institution.

Taking into consideration the complexity of the legal and organisational aspects of the future functioning of ERI SEE, the member of the ERI SEE Consultative Body from The Netherlands initiated establishment of a working group with the task to analyse the current status and to elaborate the possible modalities for

future organisational and legal restructuring of ERI SEE, with the objective to enable increased regional ownership of the Initiative.

The Swiss representative in the Consultative Body addressed the ownership of ERI SEE vis-a-vis the existing TFBHC and expressed doubts if the SEE countries have developed tendency to focus their interest for regional cooperation towards the TFBHC. She suggested the future work on the perspectives of ERI SEE to address also the relations between the Initiative and the TFBHC of the RCC and the RCC Secretariat. The Swiss representative stressed that it is important for the SEE countries to be actively involved in the working group and to contribute in the process of creation of a solution which would enable the member countries to show ownership and commitment to ERI SEE.

Based on the input provided by the RCC and the recommendations from the discussion, establishment of a working group comprising of experts from ERI SEE donors and the ERI SEE members with the task to analyse the current status and to elaborate the possible modalities for future organisational and legal restructuring of ERI SEE was agreed. The working group is to provide the basis for discussion for the 11<sup>th</sup> meeting of the ERI SEE Governing Board and Consultative Body, which will take place in the fall 2009.

### ***Organisational issues***

Ms. Puljiz informed the participants that the contract of the actual Executive Director of the ERI SEE Secretariat (ERI SEE Agency) expires on 31 October 2009.

According to Article 12 of the Statute of the Education Reform Initiative of South Eastern Europe, a public contest for appointment of an Executive Director of the ERI SEE Agency is to be announced and published in the Official Gazette of the Republic of Croatia. The procedure, manner and the terms within which the appointment of the Executive Director will be conducted are prescribed with the Act of Institutions of the Republic of Croatia.

The conditions defined with the public contest for Executive Director are to be in accordance with Article 4 of the Internal Organisational Rules of the Agency for the Education Reform Initiative of South Eastern Europe, which defines the tasks and responsibilities, as well as the requirements for this position.

Having in view that the decision on the announcement of a public contest has to be made by the ERI SEE Governing Board at least three months before the expiration of the current mandate, it was agreed the decision to be made by applying a distant voting procedure, in accordance with Article 7 of the Rules of Procedure of the ERI SEE Governing Board.

#### **4. AOB and closing remarks**

Under this topic of the agenda, the Director of CROSS/EVD Ms. Linda Beijlsmit briefed the participants on the on-going discussions and initiative of the Netherlands School for Educational Management<sup>8</sup> and the joint work with CROSS/EVD on

---

<sup>8</sup> The School is a Dutch inter-university institute constituted of five Dutch universities.

preparation of a project for dissemination of the Education Management Training Capacity Programs in the Balkan region. The focus is on developing educational management training programmes and building capacity for such programmes in Serbia, Bosnia and Herzegovina, the Republic of Macedonia, Albania, Kosovo<sup>9</sup> and Montenegro, by using the capacity that has been built-up with the previous projects implemented in Romania, Bulgaria and Croatia.

Three projects on educational management training have been carried out so far (in Romania, Bulgaria and Croatia). The regional project which is currently under preparation aims to enable dissemination of the knowledge, experience and materials as developed in the three above mentioned countries. From each of the three countries staff will be selected with specific competences in certain areas in such a way that the whole array of modules could be covered. These staff will be tutors in the programmes for new staff to be trained in the remaining six Balkan countries.

It was agreed Ms. Beijlsmit to provide more information about the work on preparation of the regional project and the potential ERI SEE involvement to be communicated to the members of the ERI SEE Governing Board and Consultative Body via e-mail.

#### **Summary of the conclusions and recommendations of the meeting:**

- **The Chair of the ERI SEE Governing Board and Consultative Body to launch a second round of distant voting for adoption of the draft ERI SEE Activity Report and Financial Report 2008, as well as of the Proposal for Adjustment of the “Internal Organisational Rules of the Agency for the Education Reform Initiative of South Eastern Europe”;**
- **The launching of the second distant voting procedure to provide also a reminder from the Chair of the ERI SEE Governing Board to the countries which have not completed the procedure of nomination of National ERI SEE Contact Points (NCPs) so far, to give priority to the establishment of the NCPs.**
- **Working Group comprising of experts from ERI SEE donors and the ERI SEE members to be established, with the task to analyse the current status and to elaborate the possible modalities for future organisational and legal restructuring of ERI SEE. The working group is to provide a basis for discussion during the 11<sup>th</sup> meeting of the ERI SEE Governing Board and Consultative Body, which will take place in the fall 2009. In context of its mandate, the Working Group to evaluate also the interest of the ERI SEE members for sustaining the concept of a rotational seat of the ERI SEE Secretariat (as foreseen with the Founding document).**
- **ERI SEE to move towards outcome-oriented reporting with the objective to evaluate the real impact and sustainability of the work.**
- **The future ERI SEE work to encompass the most suitable instruments for development of and support to regional cooperation and networking, including the project-oriented work based on the use of funds that**

---

<sup>9</sup> Under the United Nations Security Council Regulation 1244.

support regional cooperation and development (e.g. the IPA and ENPI funds).

- Having in view that the decision on the announcement of a public contest for Executive Director of the ERI SEE Agency has to be made by the ERI SEE Governing Board at least three months before the expiration of the current mandate, it was agreed the decision to be made by applying a distant voting procedure, in accordance with Article 7 of the Rules of Procedure of the ERI SEE Governing Board.