







Ref. 1	Project title		"We work for the people" strengthening the capacity of institutions to meet the challenges of modern public policies"					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members if any
 INSTITUTE OF PUBLIC ADMINISTRATION	Bulgaria	5 445 367, 16	100% grant under the Operational Programme "Good Governance"		State administration	Financial support of Operational Programme "Good governance" co-financed by the European Union through the European Social Fund	August 2016 / December 2018	
Detailed description of project					Type and scope of services provided			
<p>Main objective of the project: Providing professional and expert management by enhancing the knowledge, skills and qualifications of employees from the state administration.</p> <p>Main activities:</p> <ul style="list-style-type: none"> ▪ Develop the capacity of IPA to improve the quality of teaching and research; ▪ Training to improve the capacity of the Bulgarian administration for participation in the decision-making in the EU and fulfilling the commitments of the Republic of Bulgaria; ▪ Organizing Academy for EU Structural and Investment Funds; ▪ Implementation of training to enhance the expertise of employees in public administration at all levels in advanced training programs in line with strategic priorities and needs of administration; ▪ Development of Information and Documentation Centre in IPA; ▪ Activities for information and publicity. 					<p>Expected results:</p> <ul style="list-style-type: none"> ▪ 76 training modules/programmes will be developed; ▪ 19 056 employees from the state administration will be trained; ▪ 7 analyses and researches will be developed. 			


Ref. 2	Project title		Implementation of the Common Assessment Framework (CAF) in administration					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members if any
 <p>INSTITUTE OF PUBLIC ADMINISTRATION</p>	Bulgaria	421 550.39	85% financed by the European Social Fund 15% national funding		State administration	Financial support of Operational Programme "Good governance" co-financed by the European Union through the European Social Fund	15.09.2016 / 31.12.2018	
Detailed description of project					Type and scope of services provided			
<p>The Common Assessment Framework (CAF) is set as a priority in a number of national strategic and programming documents for the development of Bulgarian administration until 2020. The European system for quality management CAF is recognized as extremely suitable for public administration and as a catalyst for processes to improve the efficiency and quality of work of the administrative structures at central, regional and municipal level.</p> <p>The IPA project provides for the performance of a set of interrelated and complementary activities on implementation of this instrument for Total Quality Management in Public Administration and conducting large-scale campaign for its promotion among Bulgarian institutions and organizations.</p> <p>The main activities of the project are aimed at:</p> <ul style="list-style-type: none"> ▪ Conducting general CAF training and updating of the training programme for general CAF training as to develop knowledge of the model and the benefits of its application in the administration. ▪ Develop the capacity of CAF resource center in IPA by conducting specialized trainings for consultants and participate in international forums of the European CAF Resource Centre at EIPA in Maastricht. ▪ Implementation of the CAF model in 48 administrations, as well as conducting trainings according to the developed specialized training programme as to assist administrations in the process of implementation of the CAF model. ▪ Capacity building for external evaluation on the implementation of CAF and awarding a certificate "Effective CAF User". ▪ Promotion of CAF in the administrations by developing a communication strategy and implementation of a communication campaign. ▪ Activities for information and communication. <p>Successful implementation of the project will contribute to achieving the strategic objective of the Operational Programme "Good Governance" 2014-2020 to increase the efficiency of the administration.</p>					<p>Expected results:</p> <ul style="list-style-type: none"> ▪ 48 administrations will implement mechanisms for organizational development and results-oriented management. ▪ 732 employees from the state administration will be trained and after completing the trainings they will get a certificate. ▪ 2 training programmes will be updated. 			


Ref. 3	Project title		"Support for Public Administration Capacity Building in Turkmenistan" Turkmenistan EuropeAid/137898/DH/SER/TM					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members if any
 INSTITUTE OF PUBLIC ADMINISTRATION	Bulgaria	EUR 4,300,000		10	European Commission	Directorate-General for Development and Cooperation - EuropeAid	17.10.2016 – 48 months of implementation	Hulla & Co Dynamics KG (Human dynamics) Leader Expertise France GOPA consultants
Detailed description of project					Type and scope of services provided			
<p>The overall objective of the project is to modernise, in line with international and European standards, the know-how and skills of the Turkmen Public Administration by building up the capacity of the institutions responsible for the training and professional development of civil servants. Modernising public administration and improving the quality of public service is a key priority area of development in Turkmenistan in view of contributing to building the human capital of the country</p> <p>The project is delivered through two components, each with a unique value added approach to implementation:</p> <ul style="list-style-type: none"> Component 1: Institutional development: enhance institutional and coordination capacities of the Academy of Civil Servants, and Component 2: Capacity building: strengthen capacities of the AoSC, other training institutions and state bodies to provide demand driven training <p>Main capacity building activities to be carried out by the project are the following:</p> <ul style="list-style-type: none"> Training to support implementation and roll out of Government's policy and reform initiatives; Enhancing of training methodology and the scope and diversification of the training; Development of systematic and strategic approach to in-service training and professional development of civil servants; Strengthening of HR Management and HR Development functions across states bodies and local governments; <p>The main <i>activities</i> carried out by IPA are including:</p> <ul style="list-style-type: none"> Identification of CVs for Senior Non-Key Expert positions for up to 100 working days,. Expert deployment will be as per the work schedule/resource plan provided by the Project Director during the project implementation; Providing administrative assistance, backstopping and substantive input to the lead partner where necessary, commensurate with the partner's share, for purposes of rendering the services for the project. 					<p>Project Management:</p> <ul style="list-style-type: none"> Organising and managing the implementation of tender procedures (supply, services); Budget control, financial management Project logistics, events management Technical and financial reporting Recruitment and mobilisation of experts Quality assurance of all project results and outputs <p>Main outputs:</p> <ul style="list-style-type: none"> Identification of CVs for Senior Non-Key Expert positions; Analysis of training courses and actual training needs analysis of some target groups; Expert support to Key experts in development of training needs analysis methodology, application of methodology and training delivery; Training delivery in selected and approved training topics Evaluation of training; 			

Ref. 4	Project title		Capacity building of IPA research, education and application of innovative European practices in good governance (contract № C13-22-1/16.04.2014)					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members if any
 <p>INSTITUTE OF PUBLIC ADMINISTRATION</p>	Bulgaria	1 486 420.01	100	10	Ministry of Finance	Financial support of Operational Programme "Administrative Capacity" co-financed by the European Union through the European Social Fund	16.04.2014 / 16.10.2015	EIPA – Maastricht – service providers IPA – Dublin – service providers
Detailed description of project					Type and scope of services provided			
<p>The main activity of the project is:</p> <ul style="list-style-type: none"> Increasing the capacity of IPA to conduct research on best practices, quality and innovative training to promote good governance and performance in administrative activities <p>The Specific objectives of the project are:</p> <ul style="list-style-type: none"> To improve the capacity of the IPA for the development of researching and publishing activities and the transfer of best practices in the administration; To improve the capacity of the IPA for quality and efficient provision of training for all levels of administration; To continue coordinating by IPA training of civil servants in leading European institutes for acquiring knowledge and skills for proper management and implementation; To develop innovative forms of learning based on electronic, web-based and distance learning through a system of management of educational process; To increase cooperation between Bulgarian IPA and similar institutions in EU Member States. <p>The target groups of the project are:</p> <ul style="list-style-type: none"> Employees of the Institute of Public Administration; Employees of the central, regional and municipal administrations 					<ul style="list-style-type: none"> Conducted five studies innovative administrative practices; Developed White Paper on "Good governance and performance in the state administration: Challenges and Solutions"; Developed a methodology and toolbox for evaluation of innovative practices; Trained 137 trainers and training managers of IPA; Trained 981 employees of the state administration, including the heads of central, regional and municipal administrations; Developed handbook "Shared practices"; Developed internal rules for the organization, methods and procedures of the educational process in the IPA. Created unit to IPA for information, training and consulting in the CAF model and its implementation in public administration; Researched good and innovative practices of the European Institute of Public Administration in focus of the possibilities for their application in Bulgaria; Newly Developed / updated five training programs with the European Institute of Public Administration; The European Institute of Public Administration has conducted and led four methodologies: <ul style="list-style-type: none"> -Methodology for ex-ante impact assessment of programs and legislation; -Methodology for ex-post impact assessment of legislation and programs; -Methodology for state aid; -Methods for evaluation of institutional performance. The European Institute of Public Administration trained 80 lecturers IPA; Trained 329 civil servants in newly developed and updated training programs; Revised and updated website with an electronic library of IPA; Fully reconstructed and upgraded integrated information system for online registration for training; Created interactive e-portal for e-learning environment with open source.. 			

Ref. 5	Project title		"Improvement of the professional skills and qualification of the employees in the Bulgarian public administration through training in training institutions of EU member states" contract N K 11-22-1/ 19.04.2012					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members if any
 INSTITUTE OF PUBLIC ADMINISTRATION	Bulgaria	4 921 620,50	100	19	Ministry of Finance	Financial support of Operational Programme "Administrative Capacity" co-financed by the European Union through the European Social Fund	19.04.2012 - 19.04.2013	n/a
Detailed description of project					Type and scope of services provided			
<p>The project is programmed under priority axis II "Human resource management", sub-priority "Competent and efficient public administration" of Operational Programme "Competent and efficient public administration" of Operational Programme "Administrative capacity and corresponds to the specific sub-priority objective – "Improvement of the professional competence of the employees in the administration for more effective and efficient performance". The <i>Specific objectives</i> of the project are building the capacities of employees in the public administration and civil servants as follow:</p> <ul style="list-style-type: none"> Specialized training of the employees in the public administration and civil servants corresponding to the need for development of specific competencies for applying the European principles and good practices of the administrative activity; Training of competent employees from the public administration and civil servants capable to adapt to the innovations and to improve their work effectiveness; Training of the employees in the public administration that should satisfy the common goals of governance, the need for permanent improvement of service delivery and the individual potential for development of each employee; Enhanced cooperation between the Bulgarian Institute of Public Administration and the similar institutions in the EU member states. <p>The main capacity building <i>activities</i> of the project are:</p> <ul style="list-style-type: none"> Specialized training for groups of employees on expert positions from the public administration related topics delivered in training institutions of EU member states with which IPA has signed cooperation agreements; on the application of the European principles of good governance and best practices in administrative activities in training institutions of EU member states with which IPA has signed cooperation agreements. Individual and group training of employees on high expert positions in public administration for the application of the European principles of good governance and best practices in administrative activities in selected courses from the catalogues of training institutions of EU member states with which IPA has signed cooperation agreements; to acquire specialized foreign language skills in the training institutions of EU member states with which IPA has signed cooperation agreements; to improve their managerial skills and individual development potential in training institutions of EU member states with which IPA has signed cooperation agreements; to improve their managerial skills in training institutions of EU member states with which IPA has signed cooperation agreements; on high expert positions in public administration to improve their managerial skills in selected courses from the catalogues of training institutions of EU member states with which IPA has signed cooperation agreements. 					<p>Project Management:</p> <ul style="list-style-type: none"> Organising and managing the implementation of tender procedures (supply, services); Budget control, financial management Project logistics, events management Technical and financial reporting Recruitment and mobilisation of experts Quality assurance of all project results and outputs <p>Main outputs:</p> <ul style="list-style-type: none"> Delivery of specialized individual and group training courses to 1734 employees; Application of the European principles in the administrative activity and for improvement of foreign language skills in specific fields; Organized and delivered in cooperation with training institutions of EU member-states with which IPA has signed co-operation agreements, namely the Institute of Public Administration (IPA) – Dublin, Ireland, the Interbalkan Institute of Public Administration – Thessaloniki, Greece, as well as the European Institute of Public Administration (EIPA) – Maastricht, the Netherlands; Analysis of past training courses delivered by IPA and actual training needs analysis of some target groups 34 different training topics have been selected from the catalogues of the partner institutions; Evaluation of training. 			

Ref. 6	Project title		Accession framework for the provision of standardized services Geotechnical engineers e-learning natural risks - civil protection and to promote access to the labour market contract N 8327/1 ST CALL					
Name of legal entity	Country	Overall project value (EUR)	Contractual Role	Proportion carried out by candidate (%)	Name of client	Origin of funding	Dates (start/end)	Name of partners
 INSTITUTE OF PUBLIC ADMINISTRATION	Bulgaria	1 655 023.49 60763.21 (IPA as a partner)	Partner	3.7%	Managing Authority of the European Territorial Cooperation Programme "Greece-Bulgaria 2007-2013"	Operational Programme for European Territorial Cooperation between "Greece and Bulgaria 2007-2013".	25.09.2012/ 17.05.2013	Geotechnical Chamber of Greece Interbalkan Institute of Public Administration, Balkan Environment Center, Region of Central Macedonia
Detailed description of project						Type of services provided		
<p>The Specific objectives of the project are:</p> <ul style="list-style-type: none"> Upgrading the skill level of geotechnical the two countries in the field of protection and management in the face of natural disasters, using traditional teaching methods and innovative tools such as e-learning and web technologies; To satisfy the demands of the free market and lead to better coordinated services, civil protection in the border region by strengthening the competitiveness of human resources (in particular geotechnical) and by facilitating the mobility of professionals in the geotechnical field of border region by providing a common, standardized training and services for e-learning and to facilitate access for professionals to the labour market. <p>Methods:</p> <ol style="list-style-type: none"> General framework for the provision of personalized services, training geotechnical both sides; Design joint training services to the target group (geotechnical, civil servants in Greece and Bulgaria, people in the professions, the unemployed geotechnical); Provision of training materials with the most frequent natural disasters in Greece and Bulgaria (fires, destruction, water pollution, flooding), consistent with the theme and the target group; Training sessions; Development of web-TV included in the platform for e-learning and web-office of career services. 						<ul style="list-style-type: none"> Creating networks of cooperation; Enhancing the competitiveness of human resources; Increasing the mobility of geotechnical -professionals; These are to be conducted 30 seminars on the most effective protection and management in a collision with natural disasters in the border region and to be trained about 700 geotechnical specialists. 		

Ref. 7	Project title		Increasing knowledge and awareness of civil servants working with European legislation contract N K 08-22-3					
Name of legal entity	Country	Overall project value (EUR)	Contractual Role	Proportion carried out by candidate (%)	Name of client	Origin of funding	Dates (start/end)	Name of partners
 INSTITUTE OF PUBLIC ADMINISTRATION	Bulgaria	453 237.5 (IPA as a partner 63469.70)	Partner	14.07%	Ministry of State Administration and Administrative Reform	Financial support of Operational Programme "Administrative Capacity"	09.07.2008/ 09.07.2009	-
Detailed description of project						Type of services provided		
<p>The main activity of the project is creating and strengthening the conditions for the functioning of the Centre for Translation and Editing by terminology centre in order to structure and update terminology database in the acquis of EU law (acquis) of the Bulgarian language and organizing trainings to improve the skills of staff in the central, regional and municipal administrations to work with the EU acquis in the process of its implementation.</p> <ul style="list-style-type: none"> • Study the experience and best practices in Member States of the European Union to promote and ensure equal access to information for all users of the terminology database • Analysis and evaluation of the needs of the employees of the structures of the central, regional and municipal administrations of trainings on topics and issues related to working with the EU acquis, terminology databases in this field. • Training of rotation of employees TSPR in the relevant terminology units of the European institutions (European Commission, European Parliament, European Court of Auditors, Translation Centre for the Bodies of the EU, etc.). • Upgrading and development of software product based on existing licenses for the program for computer assisted translation of texts TRADOS 8 and employee training of TRC to work with this program • Creating a multilingual terminology database, including terms from all 20 fields of the acquis, providing free access to it and updating the website of TRC • Development of a multilingual glossary, including terms from all 20 fields of the acquis on paper and organizing its distribution • Development of training modules based on the experience acquired and the analysis and evaluation of the needs of the employees of the structures of the central, regional and municipal administrations, as well as providing appropriate training 								

Ref. 8	Project title		Training of the employees of Bulgarian state administration to work effectively with the EU institutions contract N K 07-22-1					
Name of legal entity	Country	Overall project value (EUR)	Contractual Role	Proportion carried out by candidate (%)	Name of client	Origin of funding	Dates (start/end)	Name of partners
 INSTITUTE OF PUBLIC ADMINISTRATION	Bulgaria	4 339 850 (IPA as a partner 224 820)	Partner	5.2%	Ministry of State Administration and Administrative Reform	Financial support of Operational Programme "Administrative Capacity" co-financed by the European Union through the European Social Fund	27.12.2007 / 27.03.2009	-
Detailed description of project						Type of services provided		
<ul style="list-style-type: none"> • Conduct training for negotiation in the process of decision-making in the EU • Conduct training on the state of the EU institutional system • Specialized English language training to work with the EU institutions. 								