

# On-Demand Support Mechanism Projects in a Nutshell 2019 - 2022



ReSPA

Regional School  
of Public Administration

BUILDING TOGETHER  
GOVERNANCE FOR THE FUTURE

**Dear reader,**

It gives us great pleasure to present to you a summary of part of our accomplishments and the path we have travelled, jointly with line ministries and public administration institutions across the Western Balkans, in developing modern and citizen-centred public administrations through implementing the On-Demand support projects.

**With the On-Demand Mechanism, we have connected 700+ people from the region involved in different areas of public administration, working on processes and services that will lead to a better life for our citizens and more resilient societies and economies.** As a focal point for sharing the EU values and expertise, we have delivered more than 30 regional learning and knowledge-sharing events and provided expertise for drafting strategic documents for the Western Balkans governments in the Public Administration Reform.

**We will continue to build on this instrument's legacy in supporting our Members facing different challenges and needs on their paths towards reforming their public administrations.**

We are very grateful to the many people and institutions who joined us in this endeavour with commitment and agility, thus making it a success: the participating public officials and their institutions across the Western Balkans, the outstanding experts who shared their cutting-edge knowledge, the teams of the European Commission-DG NEAR and the ReSPA for the excellent work done in designing and implementing the On-Demand projects.

Finally, we believe in an even more fruitful and collaborative future that will showcase many improvements in our societies due to our joint work and commitment.

**ReSPA Team**

# What is the On-Demand Support Mechanism?

We introduced this practical and effective wide-range support mechanism to public administration institutions as hands-on support that we tailor to the needs of our stakeholders. For example, up to now, we have supported: the optimisation of the processes in public administrations, drafting different laws (on Civil Servants or Internal Financial Control), the development of e-Learning systems, development of digital transformation strategies and numerous other projects in the Western Balkans.

Each ReSPA Member has an opportunity to swiftly address a specific need(s) and make a direct impact by requesting expertise in the identified field. Based on detected needs, we tailor each On-Demand support project to meet specific needs to overcome different challenges on their paths toward reforming public administrations.

# On-Demand Support Mechanism Projects per ReSPA Member





# Albania

**554 CIVIL SERVANTS EMPOWERED THEIR KNOWLEDGE AND SKILLS**

## STRENGTHENED MANAGERIAL ACCOUNTABILITY IN GENERAL GOVERNMENT UNITS AND RAISED AWARENESS ABOUT THE DELEGATION OF MANAGERIAL TASKS

**BENEFICIARY INSTITUTION:**  
Ministry of Finance and Economy

**ACTIVITY:**  
Training and Training of Trainers (ToT) on financial management and control and delegation of tasks and responsibilities

**RESULT:**  
Enhanced capacities in the long run by empowering civil servants to further train their colleagues within their units on the main concepts of financial management and control and delegation of tasks.

## STRENGTHENED REGULATORY IMPACT ASSESSMENT AND IMPACT ASSESSMENT CAPACITIES

**BENEFICIARY INSTITUTION:**  
Prime Minister's Office (RIA Oversight Unit)

**ACTIVITY:**  
Training of Trainers (ToT) program on RIA and Impact Assessment Methodology

**RESULT:**  
Improved overall compliance of the RIA Oversight Unit with the RIA standards and increased the quality of analysis, established a pool of trainers to continuously deliver capacity-building activities on RIA to civil servants across the Albanian public administration to conduct the quality RIA process (preparation of RIA reports and review the quality of the RIA reports prepared by line ministries).

## DEVELOPED PASSPORT OF INDICATORS FOR MONITORING THE CROSS-CUTTING PUBLIC ADMINISTRATION REFORM STRATEGY 2021-2022

**BENEFICIARY INSTITUTION:**  
Department of Public Administration (DoPA)

**ACTIVITY:**  
Revised current set of indicators for monitoring the PAR Strategy 2021-22 implementation

**RESULT:**  
Updated and adjusted the current passport of indicators by developing and submitting a complete set of materials with the revised indicators to target values for 2021-2022, paving the way for the new PAR Strategy and its Action Plan.

## STRENGTHENED CAPACITIES IN MANAGEMENT AND COORDINATION OF SECTOR BUDGET SUPPORT INSTRUMENTS (SBS)

**BENEFICIARY INSTITUTION:**  
Ministry of Finance

**ACTIVITY:**  
Training on the management and coordination of SBS (also known as Sector Reform Contracts – SRCs), related to change of indicators and disbursement packages for SRCs.

**RESULT:**  
All active SRC leaders and responsible contact points dealing with SBS were empowered to increase the effectiveness of managing the SBS Instrument.

## IMPROVED RECRUITMENT PROCESS IN THE CIVIL SERVICE WITH A PARTICULAR FOCUS ON THE INTERVIEW PHASE

**BENEFICIARY INSTITUTION:**  
Department of Public Administration (DoPA)

**ACTIVITY:**  
Training 78 Evaluation Commission members and DoPA representatives in interviewing based on the key competencies and behaviours.

**RESULT:**  
Improved recruitment process by improving the personality assessment of each candidate and the compliance of the job position requirements with appropriate candidates' profiles. Additionally, ReSPA developed the Competency-Based Interview Guide (CBI) and Question Bank as additional support to civil servants in their work, bringing them an opportunity to transfer obtained knowledge into a unified methodology for drafting the interview questions for other commissions for civil servants recruitment in independent institutions, as well as for the human resource units at the local level.

## INCREASED THE USAGE AND AWARENESS OF THE IMPORTANCE AND BENEFITS OF HR INFORMATION SYSTEMS IN PUBLIC ADMINISTRATION

**BENEFICIARY INSTITUTION:**  
Department of Public Administration (DoPA)

**ACTIVITY:**  
Produced user-friendly video tutorials with step-by-step instructions on usage/benefits of the online Public Administration Platform (administrat.e.al).

**RESULT:**  
Improved the quality of Human Recourses management processes by increased usage of the administrative platform for internal users, established coordination and interaction among central and local government units (facilitated communication and real-time reporting of the information to unify the administrative practices) and promoted package for the public (external visitors).

## IMPROVED CYBER SECURITY RISK ASSESSMENT

**BENEFICIARY INSTITUTION:**  
National Authority for Electronic Certification and Cyber Security

**ACTIVITY:**  
Analysis and comparative overview of different approaches for assessing cyber readiness

**RESULT:**  
New operational framework to increase the readiness of critical information infrastructure (CII) operators developed by considering cyber security risks as part of the organisation's risk management processes.

## SUPPORTED COMPLETION OF THE NATIONAL CYBER SECURITY STRATEGY

**BENEFICIARY INSTITUTION:**  
National Authority for Electronic Certification and Cyber Security (NAECCS)

**ACTIVITY:**  
Upgrading current vision, mission, strategic objectives and sub-objectives defined in the National Cyber Security Strategy of Albania

**RESULT:**  
Upgraded the vision, mission, strategic objectives, sub-objectives and measures, detailed cost analysis, and design of indicators as a vital part of the Strategy.

# Bosnia and Herzegovina

**796 CIVIL SERVANTS EMPOWERED THEIR KNOWLEDGE AND SKILLS**

**DEVELOPED SOFTWARE FOR E-RECRUITMENT IN THE CIVIL SERVICE AGENCIES OF THE FEDERATION OF BOSNIA AND HERZEGOVINA**  
**BENEFICIARY INSTITUTION:**  
 Civil Service Agency of Federation of Bosnia and Herzegovina

**ACTIVITY:**  
 Developed software platform – the web-based information system for managing the process of hiring civil servants

**RESULT:**  
 Platform “e-Application” includes analysis tools that efficiently support the institutions to select competent candidates and thus influence the overall improvements of the public institutions. The platform is a “simple” user-oriented web-based information system that simplifies the procedure for applying for a position in the Federation of Bosnia and Herzegovina institutions, aiming to attract more qualified candidates who will be able to apply online for published positions without the need to send any additional documents. Applicants will also receive SMS and E-mail messages, with notifications of any changes in the status of their application to published posts.

**ESTABLISHED FORUM OF DIRECTORS OF CIVIL SERVICE AGENCIES**  
**BENEFICIARY INSTITUTIONS:**  
 Civil service agency of BiH, Civil Service Agency of Federation of BiH, Civil Service Agency of Republika Srpska and the Department of Professional and Administrative Affairs of Brčko District

**ACTIVITY:**  
 Event that gathered the heads of civil service agencies in Bosnia and Herzegovina (BiH institution level, Federation of BiH, Republika Srpska and Brčko District) who signed a Memorandum of Understanding.

**RESULT:**  
 The Forum will ensure better communication and fast dissemination of ideas and lessons learned among directors, increasing long-term results. It will also focus on improving regulations and practices in various HRM segments, strengthening civil servants' capacity in civil service/administration agencies.

**STRATEGIC DOCUMENT FOR THE HARMONISATION OF HR FUNCTIONS IN THE CIVIL SERVICE SYSTEM OF THE FEDERATION OF BOSNIA AND HERZEGOVINA DEVELOPED**

**BENEFICIARY INSTITUTION:**  
 Civil Service Agency of Federation of Bosnia and Herzegovina

**ACTIVITY:**  
 Development of the Strategy by including cantons and local self-government units through the Association of Municipalities and Cities of the FBiH, especially in defining strategic goals, priorities and measures to reflect all levels.

**RESULT:**  
 Developed Strategy analyses discrepancies in the civil service system in FBiH and provides strategic direction towards harmonisation of HR functions in the civil service system. The FBiH Government officially adopted the Strategy in December 2022.

**ROAD MAPS FOR SOFTWARE DEVELOPMENT IN THE AREA OF TRAINING/LEARNING MANAGEMENT SYSTEMS IN BOSNIA AND HERZEGOVINA DEVELOPED**

**BENEFICIARY INSTITUTIONS:**  
 Civil Service Agencies in Bosnia and Herzegovina

**ACTIVITY:**  
 Analysed current use of LMS/TMS systems in three agencies' business functions analyzed and prepared road maps prepared

**RESULT:**  
 Three roadmaps that guide further digitalisation of the work processes in respective agencies: short-term, middle-term and long-term solutions for developing the information systems with clearly listed priorities developed.

**DEVELOPED ITIL SERVICE CATALOGUE**

**BENEFICIARY INSTITUTION:**  
 General Secretariat of the Government of Federation of Bosnia and Herzegovina

**ACTIVITY:**  
 Expert assistance in Catalogue development

**RESULT:**  
 The Catalogue is a single source of accurate information on all IT services the IT department provides for end-users.

**DEVELOPED ROADMAP FOR “ESTABLISHING OF KEY DIGITAL ENABLERS FOR SERVICE DELIVERY ON ALL ADMINISTRATIVE LEVELS IN BOSNIA AND HERZEGOVINA”**

**BENEFICIARY INSTITUTION:**  
 Public Administration Reform Coordinator's Office (PARCO)

**ACTIVITY:**  
 Analysis of the current situation of the status of key digital enablers in Bosnia and Herzegovina, showed good practices in the region (situation analysis, comparative analysis with Croatia and Serbia), and led to developed the Roadmap that was presented at the Closing Conference in Sarajevo.

**RESULT:**  
 Moving forward the agenda of establishing preconditions for key enablers that would assist in increasing the production and use of digitised public services in BiH, such as e-signature, e-payments, interoperability and harmonising of main registers, establishing the Shared Service Centre at each administrative level in BiH, contracting Certification Bodies, the establishment of GSB, e-Mailbox, Cloud government etc.

**CYBER SECURITY TESTS FOR ENHANCING THE CYBER SECURITY IN TWO INSTITUTIONS IN BOSNIA AND HERZEGOVINA**

**BENEFICIARY INSTITUTIONS:**  
 Agency for identification documents, registers and data exchange of Bosnia and Herzegovina (IDDEEA) and Tax Office of BiH

**ACTIVITY:**  
 Technical assistance and five training sessions for civil servants from both institutions

**RESULT:**  
 Civil servants empowered in the area of assessing the level of cyber security risk and conduct of PEN cyber security tests aiming to learn how to successfully conduct these tests independently and improve the security level of these two institutions, which impacts the overall security level of the Bosnia and Herzegovina cyber ecosystem

**CAF INTRODUCED IN TWO INSTITUTIONS IN REPUBLIKA SRPSKA (BIH)**  
**BENEFICIARY INSTITUTIONS:**  
 Civil Service Agency of Republika Srpska (BiH) and Ministry of Local Administration

**ACTIVITY:**  
 CAF Self-assessment teams of both institutions went through 3 CAF Workshops and developed Action Plans

**RESULT:**  
 During the next 1-3 years, both institutions will improve overall performances and create better services for the citizens by implementing activities envisaged in the Action plans.



## Montenegro

### 662 CIVIL SERVANTS EMPOWERED THEIR KNOWLEDGE AND SKILLS

#### NETWORK OF CIVIL SERVANTS FOR STRATEGIC PLANNING DEVELOPED

**BENEFICIARY INSTITUTION:**  
Secretariat General of the Government of Montenegro

**ACTIVITY:**  
Best practices in coordinating strategic planning across ministries identified.

**RESULT:**  
Positioned Network of Civil Servants for Strategic Planning will improve the quality check of strategic documents and reports on their implementation and develop the guidelines for the alignment with the EU strategic framework 2021-2027 (to support policy planning aligned with the EU policy planning).

#### STRENGTHENED ILIAS E-LEARNING PLATFORM OF HUMAN RESOURCE MANAGEMENT AUTHORITY

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration

**ACTIVITY:**  
Two e-learning modules for the ILIAS platform created for employees at the central and local levels. The first module refers to PAR Reform, while the second focuses on Sector Budget Support (SBS).

**RESULT:**  
Standardised training sessions on the online learning platform available for all interested employees in public administration at both the central and local levels and future users of SBS.

#### IMPROVED LEADERSHIP AND CHANGE MANAGEMENT CAPACITIES

**BENEFICIARY INSTITUTION:**  
The Ministry of Public Administration, Digital Society and Media

**ACTIVITY:**  
Curriculum for online training and its implementation prepared

**RESULT:**  
Empowered individual and team strengths of the civil servants and the overall change management mechanism in the Public Administration ecosystem.

#### CONTRIBUTED IMPLEMENTATION OF THE PAR STRATEGY 2022-2026 BY ESTABLISHING/ ADVANCING IT SYSTEMS FOR HRM AT THE LOCAL LEVEL

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration, Digital Society and Media

**ACTIVITY:**  
Report on human resource management practices and usage of existing electronic platforms and their costs at the local level and creating a unique personal information system created

**RESULT:**  
Upgraded the existing personnel information system developed by the Human Resources Administration

#### PRIMARY INDICATORS FOR THE ACTION PLAN OF DIGITAL TRANSFORMATION STRATEGY FORMULATED

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration, Digital Society and Media

**ACTIVITY:**  
Developed the Guidelines for an Implementation Plan for the digitalisation of public services; designed primary indicators for the Action Plan of Digital Transformation Strategy and for providing support in creating a set of web services on the eGovernment Portal

**RESULT:**  
Supported development of Digital Transformation Strategy

#### ANALYSED DIGITAL INFRASTRUCTURE, STAKEHOLDERS AND SERVICES IN MONTENEGRO

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration, Digital Society and Media

**ACTIVITY:**  
An examined situation in Montenegro concerning digital infrastructure, stakeholders involved and services in place

**RESULT:**  
Provided recommendations influence the strategic approach in the digital transformation of public services

#### SUPPORTED DEVELOPMENT OF THE STRATEGY FOR THE INFORMATION SOCIETY

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration, Digital Society and Media

**ACTIVITY:**  
Defined strategic objectives and two-year Action Plan (2021-2023) to reach: 1. Effective and efficient digital transformation coordination and monitoring 2. Raising awareness about the importance of digital development 3. Increasing quality and quantity and use of e-services 4. Improving accessibility and data interoperability 5. Improving accessibility, permeability, reliability and security of information-telecommunication infrastructure 6. Increasing growth and development of the ICT economy 7. Increasing citizens', workers' and makers' digital knowledge and skills.

**RESULT:**  
Adopted Strategy for the Information Society and two-year Action plan with defined activities, responsible institutions/ departments and needed resources to achieve defined strategic objectives.

#### SOCIETY AND TWO-YEAR ACTION PLAN WITH DEFINED ACTIVITIES, RESPONSIBLE INSTITUTIONS/ DEPARTMENTS AND NEEDED RESOURCES TO ACHIEVE DEFINED STRATEGIC OBJECTIVES. SUPPORT FOR DEVELOPING THE MODULE HUMAN CENTRIC DESIGN OF PUBLIC SERVICES FOR DIGITAL ACADEMY

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration, Digital Society and Media

**ACTIVITY:**  
Training civil servants to pursue the very first modules of the online training of Digital Academy. Training of selected users on applying HC design for digital services

**RESULT:**  
Developed a module for Digital Academy on using HC when designing digital services.

#### RAISED AWARENESS OF THE BENEFITS OF DIGITAL TRANSFORMATION AND TRUST IN DIGITAL GOVERNANCE AMONG CITIZENS AND THE ECONOMIC COMMUNITY

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration

**ACTIVITY:**  
Developed Communication Strategy and Plan for raising awareness on Digital Transformation

**RESULT:**  
The Ministry possesses the tool for raising awareness of the importance and benefits of digital transformation among the targeted audiences. It will support the efficient implementation of digitalisation by increasing the number of users.

#### INCREASED THE QUALITY AND USAGE OF THE PORTAL GOV.ME

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration

**ACTIVITY:**  
Workshop for editors/admins of Gov.me portal and workshop for people with disabilities and developed video tutorials for all users

**RESULT:**  
Improved quality of the portal and increased usage of the portal Gov.me, including people with disabilities

#### DEVELOPED QUALITY MANAGEMENT NATIONAL ROADMAP FOR MONTENEGRO

**BENEFICIARY INSTITUTION:**  
Ministry of Public Administration

**ACTIVITY:**  
Provided in-depth specific analysis of the situation of quality management in Montenegro and the national QM Roadmap and QM Promotional Plan.

**RESULT:**  
The Roadmap presents the actions related to the quality management institutionalisation to be implemented with associated timelines for the period 2022-2024, (including the actions from the national QM Promotional Plan) and, as such, is an efficient tool for further improvement of QM in Montenegrin civil services.

## North Macedonia

### 732 CIVIL SERVANTS EMPOWERED THEIR KNOWLEDGE AND SKILLS

#### EVALUATED THE PAR STRATEGY 2018-2021 AND ITS ACTION PLAN

##### BENEFICIARY INSTITUTION:

The Ministry of Information Society and Administration (MISA)

##### ACTIVITY:

Desk research, semi-structured interviews and focus groups (50+ participants from 10 institutions), and two workshops.

##### RESULT:

Evaluation report with recommendations for developing the PAR Strategy 2023-2030 and its Action Plan for 2023-2027 influenced improvements in the strategic framework of PAR in North Macedonia.

#### SUPPORTED DEVELOPMENT OF THE PAR STRATEGY 2023-2030 AND ITS ACTION PLAN

##### BENEFICIARY INSTITUTION:

The Ministry of Information Society and Administration (MISA)

##### ACTIVITY:

Contributing to developing the PAR Strategy 2023-2030 and its Action Plan based on the inputs of the working sub-groups.

##### RESULT:

The general and specific objectives of the Strategy will improve the services to citizens and bring the country closer to EU standards

#### INTRODUCED CAF IN THE STATE COMMISSION FOR PREVENTION OF CORRUPTION

##### BENEFICIARY INSTITUTION:

State Commission for Prevention of Corruption

##### ACTIVITY:

The self-assessment team went through 3 CAF Workshops and developed Action Plan

##### RESULT:

During the next 1-3 years, the institution will improve its overall performance and create better services for the citizens by realising activities envisaged in the Action Plans.

#### DEVELOPED THE NATIONAL QUALITY MANAGEMENT PLAN FOR NORTH MACEDONIA

##### BENEFICIARY INSTITUTION:

The Ministry of Information Society and Administration (MISA)

##### ACTIVITY:

Developed the National QM Plan

##### RESULT:

The Plan with outlined QM priority areas, proposed timelines, stakeholders and associated risks is a strategic framework for further improvement of QM in North Macedonia

## Serbia

### 493 CIVIL SERVANTS EMPOWERED THEIR KNOWLEDGE AND SKILLS

#### ANALYSED CURRENT PIA AND RIA PRACTICE AND RIA QUALITY CONTROL ROLE WITH RECOMMENDATIONS FOR FURTHER IMPROVEMENT

##### BENEFICIARY INSTITUTION:

Public Policy Secretariat (PPS)

##### ACTIVITY:

Developed Analysis of the current PPS practice related to the Policy Impact Assessment (PIA) and Regulatory Impact Assessment (RIA) quality control role with recommendations for further improvement of the PIA and RIA quality control role of the PPS

##### RESULTS:

Findings of the Analysis with best practices in EU Member States aim to improve the current practice and effectiveness of coordination of quality control in the Centre of Government.

#### SUPPORTED E-LEARNING PLATFORM FOR NATIONAL ACADEMY FOR PUBLIC ADMINISTRATION

##### BENEFICIARY INSTITUTION:

National Academy of Public Administration (NAPA)

##### ACTIVITY:

Supported launch of an interactive online platform of NAPA which enables the application of e-services (online registration of trainees at NAPA courses, automatic distribution of information, information on training curriculums, information on trainers/lecturers), as well as a link to e-Learning courses of NAPA.

##### RESULT:

Extended NAPA Learning Management System (LMS) by developing additional modules: Program Compiler Module and LMS Planning Module enabled the automatization of Programme preparation and development of monthly training plan.

#### A COMPARATIVE ANALYSIS OF GOOD PRACTICES (EU AND WESTERN BALKANS) ON THE ROLE OF HR UNITS IN STRATEGIC MANAGEMENT WITHIN STATE ADMINISTRATION CREATED

##### BENEFICIARY INSTITUTION:

Ministry of Public Administration and Local Self Government

##### ACTIVITY:

Created comparative analysis that explained the role of the HR unit as an agent of change and the methods used to encourage the changes

##### RESULT:

Supported the concept of modern HRM, which implies a strategic approach to managing human resources in PA bodies (strategic partner role) instead of the current predominantly technical approach to performing this function.

### SUPPORTED IMPROVEMENT OF E-RECRUITMENT

##### BENEFICIARY INSTITUTION:

Human Resources Management Service

##### ACTIVITY:

Created a comparative analysis of good practices (EU and Western Balkans) on the modern selection process of the HRM. The Analysis provides an overview of good practices which will assist in further regulation of the use of online tools during recruitment (overviewed key tools and recruitment stages, and key dilemmas associated with the use of tools; the legal foundation for eRecruitment; key challenges faced in practising eRecruitment, focusing on issues of potential technical obstacles, verification of identity challenges of data security and privacy and keeping the integrity of the entire procedure, as well as recommendations to enhance the use of tools in the recruitment procedures in public administration in Serbia).

##### RESULT:

Supported further regulation of the use of online tools during recruitment

### SUPPORTED THE DEVELOPMENT OF THE FEASIBILITY STUDY ON ONLINE EXAMS

##### BENEFICIARY INSTITUTION:

Ministry of Public Administration and Local Self-Government

##### ACTIVITY:

The developed Feasibility Study on Online Exams offers examples of good practice in the EU and provides possible solutions for conducting professional exams at a distance with technical, material and other resources required

##### RESULT:

Possible solutions for conducting professional exams at a distance provided with technical, material and other resources required for conducting online exams.

### INTRODUCED STRATEGIC HRM IN SERBIAN PUBLIC ADMINISTRATION

##### BENEFICIARY INSTITUTIONS:

Ministry of Public Administration and Local Self-Government and the Ministry of Agriculture, Forestry and Water Management

##### ACTIVITY:

Developed strategic HRM reports for both ministries. Based on the reports, prepared training curricula for the development of SHRM capacities in the Serbian Public Administration

##### RESULT:

Training curricula piloted by NAPA to be included in the regular NAPA training programme.

## How to apply?

Each ReSPA Member has an opportunity to swiftly address a specific need(s) and make a direct impact by requesting specific expertise in the identified field.

The application/request shall be submitted to ReSPA by a relevant public institution of the ReSPA Member with prior endorsement by its ReSPA Governing Board member.

The requested activities are to be organised solely in the ReSPA Member that required the assistance and not at the ReSPA premises. The ReSPA Liaison Officers have an active involvement in the organisation of the requested assistance/support.

For more information, visit the **On-Demand Support Mechanism** website section.

**To speed up the application process, ReSPA advises all applicants of the On-Demand Support mechanism to consult their draft applications with the respective EU Delegations before submitting them to the ReSPA Secretariat.**

For further information or questions, please contact [info@respaweb.eu](mailto:info@respaweb.eu) or visit ReSPA website [www.respaweb.eu](http://www.respaweb.eu)

This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of ReSPA and do not necessarily reflect the views of the European Union