1. **Basic Information**

1.1   Publication notice reference: EuropeAid/ 137-803/IH/ACT/HR

1.2   Programme: IPA 2012

1.3   Twinning Number: HR 12 IB OT 01

1.4   Title: Strengthening integrity of public sector (CRO INTEGRITY)

1.5   Sector: Public Administration Reform / Other projects

1.6   Beneficiary country: Republic of Croatia

2. **Objectives**

2.1   Overall objective:

To support the Republic of Croatia in development of reliable, open and user-oriented administration as an essential precondition for encouraging entrepreneurial environment and better standards for citizens.

2.2   Project purpose:

The purpose of the project is to support setup of sustainable and efficient ethical infrastructure in public administration on all levels (national, regional and local) and to improve public awareness of citizens in relation to ethical principles of public sector.

2.3   Contribution to Accession Treaty/Relevant national documents:

Following the signature of the **Accession Treaty** on 9 December 2011 and its ratification procedure in the Member States, Croatia joined the European Union on 1 July 2013 as the 28th Member State. In line with the Treaty, the Republic of Croatia will "continue to improve its track record of strengthened prevention measures in the fight against corruption and conflict of interest".

Setting up an efficient, reliable and service-oriented public administration addressing both central administration and local level administration is pointed out in the **Partnership Agreement with the Republic of Croatia.** It further states that, considering the fact that public administration plays a major role in social and economic development through reallocation of resources, regulation and service delivery, strengthening its capacities and efficiency are prerequisites for successful implementation of reforms and effective investments. Moreover, the Republic of Croatia is encouraged in further progress on implementing prevention mechanisms to fight corruption in the public sector.

Communication from the Commission to the European Parliament, the Council, the European Central Bank and the Eurogroup (2015 European Semester): Assessment of growth challenges, prevention and correction of macroeconomic imbalances, and results of in-depth reviews under Regulation (EU) No 1176/2011 states as follows: "There is a general need for further modernization of public administration and for increasing its efficiency and transparency, stepping up the fight against corruption, tax evasion and undeclared work."

Programme of the Government of the Republic of Croatia for the term of office 2011-2015 states that "the reform of public administration has the objective to establish new public administration that will become a public service for citizens, that will ensure efficient performing of social affairs, recruit public goods and satisfy relevant, everyday needs of citizens, in accordance with public interest and common good. The foundations of new public administration are basic principles of its work – focus on the user (the citizen) and incorruptibility. The purpose of public administration is to provide services and put the users of the service in the focus of its work."

Civil Service Human Resources Development Strategy 2010-2013, in defining its values, vision and mission envisaged that civil servants are expected to perform their tasks abiding by the fundamental principles as defined in the Civil Servants' Act and other regulations, and founded upon the following values: professionalism, accountability, ethics, impartiality and efficiency. The new Civil Service Human Resources Development Strategy is not envisaged taking into account that the comprehensive **Strategy for the Development of Public Administration 2015-2020** has been prepared which includes and builds upon the goals from this strategy as regards civil servants development.

Anti-Corruption Strategy 2015-2020 focuses on prevention of corruption through detection of corruption risks and removing the remaining legislative and institutional deficiencies. The Strategy also promotes integrity and transparency in the work of public bodies and institutions, emphasizing the responsibility of public officials, and is aimed at changing attitudes and behaviour of all stakeholders, from national and local officials to civil servants and citizens. This is planned to be achieved through:

- Increasing integrity, responsibility and transparency of public administration bodies (central and local),
- Strengthening anti-corruption mechanisms in public administration bodies,
- Stronger cooperation of public administration bodies and strengthening capacities for implementation of activities aimed at fight against corruption,
- Efficient detection and suppression of corruption,
- Consistent and efficient implementation of the existing legal framework governing the area of suppression of corruption and its prevention,
- Establishment of procedures for corruption risk management in public administration bodies,
- Strengthening public awareness on causes and effects of corruption and the role of each citizen in its prevention,
- Strengthening the role of and cooperation with the civil society organizations in the area of suppression of corruption,
- Development of international cooperation in the fight against corruption, and
- Strengthening the active role of the media in fostering personal and professional integrity.

The Strategy will be implemented through the Anti-Corruption Action Plan which is to be revised every two years. The Strategy and the Action Plan were adopted by the Croatian Parliament in February 2015.

Strategy for the Development of Public Administration 2015-2020, within its strategic objectives, takes into account the need for improvement of ethical standards in the Republic of Croatia for the whole public sector, i.e. in state administration, in regional and local self-government units and in all public institutions. The Strategy envisages the new legal framework on ethical standards in public sector that will define uniform basic standards of conduct for all public administration employees (in issues such as conflict of interest, favouring private benefits, corruption, personal behaviour, human relations, etc.). Standards will include the obligation of establishing codes of ethics and institutional standards for their implementation in state administration bodies, regional and local self-government units and public institutions. The Strategy aims at, among others, increasing effectiveness and efficiency in the public administration system, the level of quality of public services, and the level of openness, transparency and accessibility of public administration bodies, as well as respecting ethical principles in public administration and eliminating corruption. The Strategy was adopted by the Croatian Parliament in June 2015.

3. Description

3.1 Background and justification:

The reform of the public administration is of strategic importance to the overall reform process in the Republic of Croatia and the centrepiece of the permanent efforts of the Croatian Government. Reliable, open, transparent and citizen-oriented public administration is a constituent part of the good business environment and the prerequisite for assurance of the better standard of all citizens.

Basic assumptions of efficient and professional performance of public administration are integrity, objectivity and efficiency of its employees. Most codes of ethics or codes of conduct in the public sector promote these standards through principles of impartiality in the implementation of public administration, of not using public goods for private purposes, and of performing public duties in order to earn and justify public confidence. Therefore, raising of the standards of ethical behaviour of public administration employees contributes to higher confidence and satisfaction of citizens with public administration performance.

The basic principles of ethical conduct and standards of performing public duties on the state administration level are regulated by the Code of Ethics for Civil Servants (applicable only to civil servants employed in state administration bodies), the Civil Servants' Act, the Law on Obligations and Rights of State Officials and the Act on Prevention of Conflict of Interest which applies to public officials.

According to the Code of Ethics for Civil Servants, existing integrity infrastructure on state administration level includes ethics commissioners and the Ethics Commission. In each public administration body, at least one of its civil servants is appointed to be an ethics commissioner. It is possible that there are several ethics commissioners appointed in one public administration body, depending on its organizational structure and requirements. The most recent record kept by the Ministry of Public Administration (MoPA) shows that presently there are 328 nominated ethic commissioners.

Ethics commissioners monitor the application of the Code of Ethics in their respective public administration bodies, promote ethical conduct among civil servants and their dealings with citizens, receive complaints lodged by civil servants and citizens regarding unethical conduct and practices on the part of civil servants, conduct procedures to examine whether such complaints are well-founded, and propose corrective measures.

Ethics commissioners are obliged to undergo an initial training provided by the MoPA and the National School of Public Administration (NSPA). Presently the NSPA organizes and implements various training programs for public administration employees, but only this initial program is directly linked with integrity and ethics. It is envisaged that a more intensive program regarding integrity of public administration employees, developed through this Twinning project, will be implemented in the future.

The Ethics Commission is an independent working body giving its opinions on the content and application of the Code of Ethics, promoting ethical principles and standards in the civil service, and acting in the second instance, responding to complaints lodged by citizens, legal persons and civil servants in cases where they have failed to receive any response within 60 days after the submission of the complaint or where the complainant is not satisfied with the response. The Ethics Commission is composed of six members (three members are civil servants, two are union representatives and one is representative of non-governmental organizations), appointed by the Government of the Republic of Croatia for a four-year term.

According to the Civil Service Law, issuing of Code of Ethics is obligatory only for bodies on state administration level, however, Survey on Transparency of Local and Regional Self-Government Units[1] shows that a number of local and regional units have issued their codes of ethics and appointed one one or more ethic commissioners who deals with the ethical issues within their organization.

The State Audit Office performed the audit of ethic infrastructure in public sector in 2013 and concluded in their findings that there is no legal framework or unified guidelines on issuing codes of ethics or guidelines for ethics commissioners and Ethics Commissions. This is still the case and there is an increasing need for setting up the legal framework related to integrity and ethics and applicable to all public administration employees.

It is important to note that the entire public administration in the Republic of Croatia is rather complex and it currently consists of state administration bodies, regional and local self-government units and public institutions, as follows[2]:

   a. State administration bodies: Ministries (20), the Central State Offices (4), Offices of the Croatian Government (14), State Administrative Organizations (7) and Offices of State Administration in the counties (20). All the bodies have been founded on the ground of the Law of the State Administration System, Law on Organization and Scope of Work of Central State Administration Bodies, and their structure and scope of work is defined by Regulation on internal organisation of each body. They are responsible to the Government of the Republic of Croatia and the Croatian Parliament.

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[1] Survey on Transparency of Local and Regional Self-Government Units was conducted by the Ministry of Justice for the period from 2010 to 2012.
[2] List of state administration bodies and units of local and regional self-government and other public institutions is included as an Annex 5. to the Twinning fiche.

b. Regional and local self-government units: cities (128), municipalities (428) and counties (20).

c. Public institutions: agencies, funds, bureaus and a large number of other legal entities with vested competencies (public schools, kindergartens, universities, hospitals and other public institutions). These institutions are in charge of delivery of different public services and are responsible to the Government of the Republic of Croatia, the Croatian Parliament or local self-government units, depending on their act on establishment.

The existing mechanisms for preventing conflict of interest in civil service have so far been partially defined by the Civil Servants' Act and have imposed obligation of declaring a possible conflict of interest. Strategy for the Development of Public Administration 2015-2020 envisages analysis of the application of this mechanism to be conducted and the introduction of a new mechanisms e.g. obligation for public administration employees on working places and positions which are sensitive to corruption according to risk assessment to declare their assets.

With the purpose of raising awareness of general public on the necessity of applying ethical standards in the public service, the Croatian Government launched a campaign named "We are Here for You" in October 2012 aimed at increasing trust of citizens in civil service by promoting ethical standards and conduct of civil servants. For this purpose, promotional leaflets and stickers were made, stating information on how civil servants should act and how and to whom citizens can file complaints on cases of unethical conduct of civil servants. After the launch of the campaign, the number of filed complaints almost doubled in comparison with the year before. The "We are Here for You" campaign, its outcomes and lessons learned will be analyzed through this Twinning project and based on this analysis the new sustainable follow-up promotional activities related to promotion of integrity issues will be defined and developed, specifically to encourage the general public to report cases of unethical conduct in public administration. Additionally, implementation of new promotional activities within this project, which will be carried out targeting public administration employees, will raise awareness about the principles of combating conflict of interest and any unethical conduct of public administration employees among themselves and improve public awareness of citizens in relation to ethical principles of public sector.

The activities of this project are designed in a way to support sustainable and efficient implementation of ethical standards in public sector, targeting all public administration employees. Guidelines on issuing codes of conduct, Guidelines for ethics commissioners and Guidelines for Ethics Commissions will be developed through this project and disseminated in electronic form. Moreover, Guidelines on conducting risk analysis of posts sensitive to corruption and Guidelines on preparation and implementation of integrity strategies and integrity plans[3] will be developed and also printed through this project in order to allow easier future application of newly developed methods and procedures.

Moreover, development and implementation of the comprehensive training programme on the application of ethical standards in public administration will improve knowledge and capacities for conduct of employees according to prescribed principles. Adequate training programme will facilitate solving of cases of unethical conduct and indirectly also decrease the number of cases of unethical conduct in future. In 2014, ethics commissioners in state

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[3] Integrity plan is a tool for establishing and verifying the integrity of the organization. It is a documented process for assessing the level of vulnerability of an organization, its exposure to unethical and corrupt practices. It helps individual institution to assess corruption risks and manage them efficiently.

administration bodies resolved 395 of 477 reported cases of unethical conduct, of which 53 were found to be well-founded. It is expected that the project activities will further facilitate quality and efficiency of the work performed by the ethics commissioners.

Finally, activities dedicated to the risk analysis of areas and job positions sensitive to corruption will support development of the methodology for preparation of integrity plans and strategies for civil servants. All project activities will contribute to establishment of sustainable and efficient ethical infrastructure in public administration on national, regional and local levels.

3.2   Linked activities:

IPA FFRAC 2010 "Capacity Building of the National School for Public Administration" (CRO NSPA), (Twinning number: HR/2011/IB/OT/01 TWL, MS Partner: Finland)

The objective of this Twinning light project was to enhance capacity of the public administration through systematic professional development of public sector staff at all levels with the purpose to function effectively and efficiently, while its purpose was to strengthen institutional and administrative capacity of the National School for Public Administration (NSPA) in order to further improve its role as the overall coordination and implementation body for in-service training in the public administration. The project beneficiary was NSPA and the project results were as follows: recommendations for improvement of legal framework and institutional set-up related to coordination and implementation of in-service training system in the public administration prepared; enhanced cooperation mechanisms between NSPA and relevant institutions within in-service training system proposed; recommendations for improvement of NSPA operational capacities prepared in order to improve its functioning as the overall coordination and implementation body for in-service training system in the public administration; proposal for enhancement of NSPA's methodology for analysis of training needs in the public administration prepared; guidelines for cooperation between NSPA and training providers prepared; Management Training Programme further developed and pilot training on the selected priority topics for managers within the public administration implemented. Implementation of this Twinning light project started in February 2014 and ended in November 2014.

IPA FFRAC 2010 "Support to strengthening administrative capacity through development of the competences framework in civil service", (Twinning number: HR/2010/IB/OT/01 TWL; MS Partner: the Netherlands)

The objective of this Twinning light project was to enhance efficiency and professionalism in civil service through improvement of human resources management, while its purpose was to develop the key competences framework in civil service for managerial and non-managerial level posts. The project beneficiary was the MoPA and the following project results were achieved: analysis of national legislation in relevant areas of civil service human resources management conducted and recommendations for improvement of legislation in relation to application of the key competences framework in the area of recruitment, performance appraisal and career development prepared; key competences for managerial and non-managerial level posts in state administration bodies elaborated; methodology for assessment of key competences for managerial and non-managerial level posts developed; manual on key competences for managerial and non-managerial level posts for state administration bodies prepared; training programmes and materials for training of civil servants in state

administration bodies and future trainers on topics in the area of key competences framework prepared; capacities of employees of state administration bodies in the area of key competences framework enhanced. Implementation of this Twinning light project started in March 2014 and ended in September 2014.

SIGMA (Support for Improvement in Governance and Management)

From 1992 to 2015 a significant support has been provided to the MoPA by the **SIGMA**, especially in the area of building institutional capacities through assistance in preparing State Administration Reform Strategy and its revision, 2010-2013 Civil Service Human Recourses Development Strategy and its Action Plan, as well as other comparative studies on the best assessment practice in the EU Member States (e.g. salaries of civil servants). Moreover, SIGMA was included in the assessment of the National Strategic Referent Framework (NSRF) 2012 – 2013 for the part referring to the administrative capacity.

Under the SIGMA, the MoPA is actively participating in Common Assessment Framework (CAF). CAF is the result of cooperation between ministries responsible for public administration of EU Member States with a goal to modernize ways of government managing and public service delivery. It represents an easy-to-use, free tool to assist public-sector organizations across Europe in using quality management techniques to improve their performance. CAF is a total quality management tool which is inspired by the major Total Quality Models in general, and by the Excellence Model of the European Foundation for Quality Management in particular. The MoPA organized three workshops in 2014: a) Seminar on "Quality management in public services – policies and tools for citizen centred public services" Zagreb, 27 March 2014 (Regent Esplanade Hotel), b) Seminar on "Quality management in public services – policies and tools for citizen-centred public services" on 22-23 May 2014 (National School for Public Administration), c) Seminar on "Quality management in public services – policies and tools for citizen-centred public services" Zagreb, 8-9 September 2014 (National School for Public Administration).

IPA 2007 "Strengthening Anti-Corruption Inter-Agency Co-operation"

The project was implemented from March 2010 to February 2012 and consisted of four components: one Twinning, two Service and one Supply component.

The Twinning component **"Strengthening Anti-Corruption Inter-Agency Co-operation - Management support of the Ministry of Justice Anti-Corruption Sector" (Twinning number: HR/2007/IB/JH/04; MS partner: France)** aimed at further strengthening of the Ministry of Justice Anti-Corruption Sector, strengthening the professional ethics in state and local administration and within judiciary bodies, specifically strengthening of individual integrity of employees, and provided recommendations for improvement of the Code of Ethics for civil servants.

The Service component **"Strengthening Anti-Corruption Inter-Agency Co-operation (Awareness raising campaign)"** raised awareness on corruption among citizens through development and implementation of a public awareness campaign, while the second service component **"Development of modern information system for Strengthening Anti-Corruption Inter-Agency Co-operation-central database application and Intranet/Internet access"** improved inter-agency cooperation by developing the modern anti-corruption information system with central database application and secured Intranet/Internet access of involved parties. Additionally, within the Supply component the

offices were equipped and multimedia equipment was provided for the Anti-Corruption Sector of the Ministry of Justice.

Where necessary and possible, the anti-corruption activities of this Twinning project will build upon achievements and conclusions of the overall IPA 2007 "Strengthening Anti-Corruption Inter-Agency Co-operation" project.

Denmark's Pre-Accession Assistance to Croatia (bilateral assistance) 2005-2007

In the year 2005 an agreement with Denmark was signed. The implementation of the project started in January 2007 and ended in June 2008. This assistance was mostly addressed to support of the Civil Service Training Center. The project provided the full time assistance of a key expert and important financial support for implementation of the training curricula for civil servants from all public sectors.

The follow up of the bilateral assistance from Denmark continued with the agreement 2008-2010 Strengthening the Capacity of Public Administration, which supported the work of the Civil Servants Training Centre, development of training curricula and methodology, and assisted in the overall strengthening of the state administration human resources capacities. The bilateral assistance started in October 2008 and ended in October 2010.

CARDS 2001 "Public Administration Reform: Support to the Reform of the Civil Service"

This Service project aimed at strengthening and modernising the current civil service regime through improved legislation and procedures; enhancing organisation, functioning and coherence of central civil service management system as well as building capacity for delivery of training programmes for civil servants on continuous basis. The result evidenced a concrete development of the legal framework for civil service reform and increased capacity for management of human resources in the sector. This project began in November 2002 and ended in December 2004.

3.3   Results:

Component 1: Strengthening capacities of the MoPA and other public administration bodies on state, regional and local level to implement efficient integrity principles

Result 1.1: Analysis of the capacities of the MoPA, public administration bodies on state, regional and local level and analysis of the existing relevant framework conducted and recommendations for improvement prepared

Indicators of achievement:
- Analysis of the relevant legal framework[4] and existing strategies conducted and corresponding report with recommendations for improvement of legal framework prepared
- Pilot bodies of the public sector, whose rules, codes and anti-corruption measures will be analysed, identified[5]
- Analysis of the current integrity infrastructure in the identified pilot bodies and report with recommendations for improvement of the integrity infrastructure prepared

Result 1.2: Guidelines on issuing codes of conduct, Guidelines for ethics commissioners and Guidelines for Ethics Commissions developed

Indicators of achievement:
- Guidelines on issuing codes of conduct developed
- Guidelines for ethics commissioners developed
- Guidelines for Ethics Commissions developed

Result 1.3: Follow-up activities on raising public awareness on integrity issues and ethical standards based on "We are here for you" campaign defined and prepared

Indicators of achievement:
- Analysis of the "We are here for you" campaign[6] conducted and corresponding report prepared
- Sustainable promotional follow-up activities[7] on integrity issues and ethical standards in public administration defined, designed and prepared

Component 2: Developing and implementing of training programmes on raising awareness on integrity issues in public administration

Result 2.1: Relevant training programmes on application of ethical standards in public

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[4] Please refer to Annex 4, where list of applicable legal framework and existing strategies is included.

[5] It is planned that these nine pilot bodies will be identified based on the results of the Survey on Transparency of Local and Regional Self-government Units conducted by the Ministry of Justice and findings of the Audit of Ethic Infrastructure in Public Sector issued by the State Audit Office. The activities are envisaged to include 9 pilot bodies as follows: the MoPA and 2 other state administration bodies, 3 local or regional self-government units, 3 public services and/or institutions)

[6] The focus of the analysis will be on the impact/effect/results of the campaign, the way campaign was implemented and lessons learned.

[7] The promotional follow-up activities will take into account the results of the analysis of the "We are here for you" campaign. Activities are envisaged to include preparation of campaigns, leaflets, booklets, posters, or other advertising materials.

administration developed

Indicators of achievement:
- Analysis of the existing training programmes on ethical standards of the National School for Public Administration conducted and recommendations for improvement prepared
- Training programme including curricula, methodology and training materials for high management and public officials in state administration bodies, local and regional self-government units and public institutions on tools and principles of application of ethical standards in public administration developed
- Train-the-trainer programme[8] including curricula, methodology and training materials for ethics commissioners on application of ethical standards in public administration developed
- Training programme including curricula, methodology and training materials for public administration employees on application of ethical standards in public administration developed[9]

Result 2.2: New training programmes on application of ethical standards implemented

Indicators of achievement:
- Trainings on tools and principles of application of ethical standards in public administration for high management and public officials (at least 5 participants per institution) from state administration institutions[10] organized and conducted
- Trainings for local officials and local units' employees[11] (at least 120 participants in total) on tools and principles of application of ethical standards in public administration organized and conducted
- Train-the-trainer seminars (at least 30 future trainers) on application of ethical standards in public administration for ethics commissioners[12] organized and conducted
- Seminars for public administration employees (at least 200 participants) on application of ethical standards in public service[13] organized and conducted

Component 3: Establishing system for development of integrity strategies and integrity plans for public administration employees

Result 3.1: Guidelines on conducting risk analysis of posts sensitive to corruption prepared and workshops on implementation of risk analysis conducted

Indicators of achievement:

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[8] Train-the-trainers programme will be based on the results of the legal framework analysis and the developed Guidelines.

[9] Training programme will be used in the trainings delivered by the ethics commissioners.

[10] Included state administration institutions will be those with the largest number of reported cases according to the last Report on Filed Complaints for Unethical Conduct of Civil Servants. The activity is expected to include 12 state administration institution and three 1-day trainings.

[11] Based on the results of the Survey on Transparency of Local and Regional Self-government Units. The activity is expected to include six 1-day trainings.

[12] Ethics commissioners included in the ToT will come from the institutions with the largest number of reported cases according to the last Report on Filed Complaints for Unethical Conduct of Civil Servants. The activity is expected to include three 2-day seminars.

[13] It is expected that the activity will include ten 2-day seminars that will be delivered by the trained ethics commissioners under supervision of MS experts.

- Areas and job positions in public administration where special anti-corruption prevention measures have to be applied identified and a list of risk sensitive areas and job positions prepared
- Questionnaire(s) for conducting risk analysis of posts sensitive to corruption prepared
- Analysis of posts sensitive to corruption in pilot bodies[14] conducted and report with recommendations prepared
- 5000 Guidelines on conducting risk analysis of posts sensitive to corruption prepared, printed and disseminated[15]
- Workshops for public administration human resources employees on managerial level (at least 60 participants) on implementation of risk analysis organized and conducted[16]

Result 3.2: Methodology for development of integrity strategies and integrity plans for public administration employees developed

Indicators of achievement:
- Methodology for preparation of integrity strategies on institutional level developed
- Methodology for preparation of integrity plans developed[17]
- 1000 Guidelines on preparation and implementation of integrity strategies and integrity plans prepared, printed and disseminated[18]
- Seminars for public administration human resources employees on managerial level (at least 100 participants) on preparation and implementation of integrity strategies and integrity plans organized and conducted[19]

Result 3.3: Insight on functioning of similar integrity system in Member State public administration acquired

Indicators of achievement:
- Comparative analysis of implementation of integrity principles on central, regional and local level in at least three Member States with the purpose of getting acquainted with best EU practices conducted and corresponding report prepared
- Study visit in duration of 3 working days for 10 participants[20] with the purpose of getting acquainted with implementation of integrity principles in a Member State conducted and study visit report prepared

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[14] Pilot bodies will be identified within this Twinning project, under Result 1.1 (the activity is expected to include 9 pilot bodies).

[15] Printing of the Guidelines is envisaged to be financed through private sector input specified in the point 5. Budget of the Twinning fiche (5000 guidelines are expected to be printed).

[16] The activity is envisaged to include three 1-day workshops; participants of the workshops (Result 3.1) and seminars (Result 3.2) will come from the institutions with the largest number of reported cases according to the last Report on Filed Complaints for Unethical Conduct of Civil Servants.

[17] The activity is envisaged to include development of 15 models for preparation of integrity plans for the most risk sensitive areas and job positions.

[18] Printing of the Guidelines is envisaged to be financed through private sector input specified in the point 5. Budget of the Twinning fiche.

[19] The activity is envisaged to include five 1-day seminars.

[20] The activity is envisaged to include participants from the following institutions: Ministry of Public Administration, Ministry of Health, Ministry of Science, Education and Sports, Ministry of Justice, Ministry of Interior, Ministry of Finance, Ministry of Labour and Pension System, Association of Municipalities in the Republic of Croatia and

3.4 Activities:

Member State(s) is kindly requested to develop activities in the submitted proposal which are needed in order to achieve the results stipulated in the fiche.

Minimum two visibility events will be organized in the course of the implementation of the project; Kick-off meeting at the start of the implementation and the Final meeting at the end of the implementation of the project activities.

3.5 Means/ Input from the MS Partner Administration:

MS Project Leader may participate in the project also as the short-term expert (STE) and in this case the MS Project Leader should satisfy requirements stipulated in the fiche for both the Project Leader and the relevant STE profile.

3.5.1 Profile and tasks of the Project Leader

Profile of the Project Leader

Requirements:
- University level education or equivalent professional experience of 10 years in public administration
- Minimum 5 years of experience in public administration
- High-ranking official
- Experience in project management
- Computer literacy
- Working level of English language
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5

Asset:
- Experience in the field of integrity and business ethics

Tasks of the Project Leader:
- Overall coordination and managing of the implementation of the project in cooperation with the BC Project Leader
- Ensuring sound implementation of the envisaged activities
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed
- Coordination of MS experts' work and availability
- Providing efficient leadership of the project
- Ensuring backstopping and financial management of the project in the MS
- Participation in Steering Committee meetings
- Organization of study visit

Association of Cities in the Republic of Croatia and aimed at getting acquainted with best EU practices of implementation of integrity principles on central, regional and local level.

- Project reporting

3.5.2 Profile and tasks of the RTA

Profile of the Resident Twinning Adviser

Requirements:
- University level education or equivalent professional experience of 10 years in public administration
- Minimum 3 years of experience in development or application of integrity and ethical standards within public administration
- Experience in project management
- Working level of English language
- Computer literacy
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5

Assets:
- Experience in institution building activities related to public administration reform
- Experience in development or organisation of trainings
- Experience in development of integrity strategy or integrity plan for public administration employees

Tasks of the Resident Twinning Adviser:
- Support and coordination of all activities in the BC
- Day to day management of the project in the beneficiary institution
- Coordination and assistance to the short-term experts
- Coordination of the project implementation and proposing corrective actions, if required
- Organization of visibility events (kick-off and final event)
- Organization of PIU and Steering Committee meetings
- Participation in Steering Committee meetings
- Executing administrative issues (e.g. assisting in reporting)
- Providing technical advice on EU policies and best practices, and assisting Croatian administration in the context of project work plan
- Networking with institutions relevant to this project in Croatia and in MS

The duration of the RTA secondment is 15 months.

3.5.3 Profile and tasks of the short-term experts

Profile of the Short-term experts (STE)

Requirements:
- University level education or equivalent professional experience of 7 years in public administration
- 3 years of experience in development or application of integrity and ethical standards within public administration
- Working level of English language

- Computer literacy
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5

Assets:
- Experience in analysis of legal framework
- Experience in preparing or implementing of training programs related to ethical standards within public administration
- Experience in developing of integrity strategy or integrity plan for public administration employees
- Experience in developing or implementing of promotional activities
- Experience in implementing anti-corruption activities
- Experience in human resources management

Tasks of the Short-term experts:
- Close cooperation with the Croatian experts in undertaking all activities
- Advance preparation and familiarization with relevant documentation
- Participating in relevant activities under the scope of the project in cooperation with other experts:
  o Conducting analysis of the relevant legal framework and existing strategies, of the current integrity infrastructure, of the training programmes on ethical standards, of the posts sensitive to corruption and of the promotional campaign
  o Developing Guidelines for ethics commissioners, Ethics Commissions, on issuing codes of conduct, on conducting risk analysis of posts sensitive to corruption and on preparation and implementation of integrity strategies and plans
  o Development of promotional activities
  o Analysis of existing training programmes on ethical standards
  o Developing training programmes including curricula, methodology and training materials
  o Organizing and conducting trainings and conducting train-the-trainer seminars
  o Preparing a list of risk sensitive areas and job positions
  o Preparing questionnaires for conducting risk analyses of posts sensitive to corruption
  o Organizing and conducting workshops on implementation of risk analysis
  o Developing methodology for preparation of integrity strategies and integrity plans
  o Organizing and conducting seminars on preparation and implementation of integrity strategies and integrity plans
  o Conducting comparative analysis of implementation of integrity principles in at least three Member States

Note:

The pool of experts should include:

- At least one short-term expert who in addition to the respective profile requirements has experience in analysis of legal framework
- At least one short-term expert who in addition to the respective profile requirements has experience in preparing or implementing of training programmes related to ethical standards within public administration
- At least one short-term expert who in addition to the respective profile requirements has experience in developing promotional activities

4. Institutional Framework

The main project beneficiary is the Ministry of Public Administration (MoPA). MoPA currently employs 141 employees and it consists of 8 organizational units:

- Minister's Office
- Directorate for Political System, State Administration and Local and Regional Self-government
- General Administration Directorate
- Directorate for Civil Service Employment Relations
- e-Croatia Directorate
- General Secretariat
- Administrative Inspection and
- Independent department for internal audit.

MoPA's organizational unit directly involved in this project is the Directorate for Civil Service Employment Relations which is responsible for legal issues of civil service employment system, ethics, value system and education of state employees. The Directorate for Civil Service Employment Relations is composed of two sectors: i) Sector for Civil Service Employment System and (consisting of Service for Legal Issues of Civil Service Employment System and Cooperation with Syndicates and Service for Human Resource Management in Public Service) and ii) Sector for Ethics, Value System and Education of State Employees (consisting of Service for Ethics and Value System within State Administration and Service for Education of Public Employees).

Service for Ethics and Value System within State Administration is responsible for implementation of Code of Ethics for Civil Servants, for providing support and advise ethics commissioners, providing support to the Ethic Commission, issuing annual reports of complaints for unethical conduct of civil servants on the bases of individual reports of ethics commissioners, preparing and providing the initial training for ethic commissioners in cooperation with NSPA, keeping records of ethic commissioners, and promoting and raising awareness of ethical standards among civil servants.

Other important beneficiary institution of this project is the National School for Public Administration (NSPA) is a public institution with the rights, obligations and responsibilities defined by the Decree on the establishment of the National School for Public Administration (adopted by the Government) and by the Statute (adopted by the NSPA Governing Board).

It consists of 4 organizational units:

- Office of the Director,
- Department for Programmes at Central Government Level,
- Department for Programmes at Local and Regional Level,
- Department for Finance, Legal and General Affairs.

There are 12 employees currently employed in NSPA. The organization of trainings is based on the cooperation with numerous trainers from public and private sector, who are contracted on a short-term basis for development and delivery of programmes.

Where necessary, other stakeholders at the central and local level of the public administration (ministries and other state administration bodies and units of regional and local self-government units) will be included in project activities. List of state administration bodies

and units of regional and local self-government that is enclosed as Annex 5 to this Twinning fiche. MoPA will ensure project coordination and implementation throughout the project implementation and will monitor the progress of the project activities on a regular basis.

The results of the project may lead to a change of the institutional framework depending on the outputs achieved through Result 1.1.

The beneficiary institution will dedicate all necessary human and financial resources in order to guarantee an effective implementation of the respective project. In particular, the beneficiary institution will insure the availability of the following provisions:

- Adequately equipped office space for the RTA and the RTA assistant for the entire duration of their secondment (in particular a desk, a telephone line, PC with e-mail account and internet access, possibility to use fax & copy services)
- Adequate conditions for the STEs to perform their work while on mission to the BC
- Training and conference venues as well as presentation and interpretation equipment
- Costs for travel by BC participants from their capitals to a MS or between MS (study visits)
- Its active involvement in preparation of the PIU and Steering Committee meetings and participation of its members on the same
- The availability of the BC human resources (BC experts) during the implementation of the activities.

5. Budget

Strengthening integrity of public sector (CRO INTEGRITY)	IPA Community Contribution	National Co-financing	TOTAL
Twinning Contract	90% 630.000,00 EUR	10% 70.000,00 EUR	700.000,00 EUR

The total amounts of the IPA Community Contribution and National Co-financing stipulated in the above table represent the total maximum amounts and therefore, they may be reduced at the level of the Twinning contract, while the relevant ratio (percentages) should be maintained and fixed.

The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

Interpretation costs will be reimbursed from the budget only for the purpose of workshops and seminars, up to 7% of the Contract amount can be used for translation and interpretation purposes.

Services for preparation and printing of the guidelines under Results 3.1 and 3.2 are foreseen to be implemented through private sector subcontracting:
- The envisaged cost for preparation and printing of approx. 5.000 Guidelines on conducting risk analysis of posts sensitive to corruption is 1.690,00 EUR;
- The envisaged cost for preparation and printing of approx. 1000 Guidelines on preparation and implementation of integrity strategies and integrity plans is 750,00 EUR.

6. Implementation Arrangements

6.1   Implementing Agency responsible for tendering, contracting and accounting:

Central Finance and Contracting Agency (CFCA)
Ulica grada Vukovara 284, objekt C
10000 Zagreb, Croatia
Ms Nataša Mikuš Žigman, Director
Phone: +385 1 6042 400
Fax: +385 1 6042 598
E-mail: procurement@safu.hr

Twinning Administrative Office
Central Finance and Contracting Agency
Ulica grada Vukovara 284, objekt C
10000 Zagreb, Croatia
Ms Nirvana Sokolovski, Twinning NCP
Phone: +385 1 6042 400
Fax: + 385 1 6042 598
E-mail: twinning@safu.hr

6.2   Main counterpart in the BC:

Senior Programme Officer (SPO)
Ms Leda Lepri, Assistant Minister
e-Croatia Directorate
Ministry of Public Administration (MoPA)
Maksimirska 63
10 000 Zagreb, Croatia
Phone: +385 1 2357 543
Fax: +385 1 2357 693
E-mail: llepri@uprava.hr

Project Leader Counterpart
Mr Ranko Lamza, Assistant Minister
Directorate for Civil Service Employment Relations
Ministry of Public Administration (MoPA)
Maksimirska 63
10 000 Zagreb, Croatia

RTA Counterpart
Ms Mirjana Štraus, Head of Service for Ethics and Value System
Ministry of Public Administration (MoPA)
Maksimirska 63
10 000 Zagreb, Croatia

6.3   Contracts

It is envisaged that the Project will be implemented through one Twining contract with the maximum amount of 700.000,00 EUR.

7.   Implementation Schedule (indicative)

7.1.   Launching of the call for proposals: 1Q 2016

7.2.   Start of project activities: 4Q 2016

7.3.   Project completion: 1Q 2018

7.4.   Duration of the execution period (number of months): 18 months; the execution period will end 3 months after the implementation period of the Action (work plan) which will take 15 months.

8.   Sustainability

The achievements of this Twinning project are expected to contribute to the public administration reform in the Republic of Croatia and help in building public administration of integrity which is responsive to the citizens' needs. Each result of this project will contribute to development of reliable, open and user-oriented public administration as an essential precondition for encouraging entrepreneurial environment and better standards for citizens.

The analysis of the capacities of MoPA, public administration bodies on state, regional and local level and analysis of the legal framework in the area of ethics and integrity in public administration will result with recommendations for improvement and together with developed guidelines and sustainable promotional activities on integrity issues in public administration will contribute to improvement of the capacities of MoPA and other public administration institutions in the area of implementation of integrity principles.

Trainings in line with the training programmes developed through this Twinning project on application of ethical standards in public administration will be continuously and regularly organized either in the NSPA or in other relevant institutions and will be provided by future trainers who will be trained through this Twinning project. These trainings will strengthen the proper conduct of public administration employees in order to operate impartially, transparently, qualitative and according to accepted moral standards and rules.

Guidelines on conducting risk analysis developed within this project are aimed at strengthening capacities of public administration on implementation of risk analysis of posts sensitive to corruption. Methodologies for preparation of integrity strategies and integrity plans for civil servants will be developed and relevant participants from public sector will get acquainted with the implementation of integrity principles in Member State through study visit.

Integrity principles developed through project activities will be incorporated in the unique ethical infrastructure on all levels which will contribute to development of trustworthy and ethical public administration. The achieved results and thus achieved project purpose will allow Republic of Croatia and its public administration to successfully take part of the EU administrative environment.

9.   Crosscutting issues

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Equal participation of men and women during the implementation of the project will be assured.

The activities of the objective have no negative impact on the environment.

10.   Conditionality and sequencing

N/A

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)
4. List of relevant laws and regulations
5. List of state administration bodies and units of regional and local self-government

Annex 1. Logical framework matrix in standard format

Strengthening integrity of public sector (CRO INTEGRITY)		Programme name and number: IPA 2012	
Ministry of Public Administration (MoPA)		Contracting period expires: 3 years following the date of conclusion of the Financing Agreement	Disbursement period expires: 3 years following the end date for contracting
		Total budget: 700.000.00 EUR	IPA financing: 630.000,00 EUR (90%) National co-financing: 70.000,00 EUR (10%)[21]
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
To support the Republic of Croatia in development of reliable, open and user-oriented administration as an essential precondition for encouraging entrepreneurial environment and better standards for citizens.	• Increased level of satisfaction of citizens with integrity of public administration • Number of well-founded complaints decreased	• Relevant EC reports • Relevant national reports • MoPA reports, publications and statistics	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
The purpose of the project is to support setup of sustainable and efficient ethical infrastructure in public administration on all levels (national, regional and local) and to improve public awareness of citizens in relation to ethical principles of public sector.	• Capacities of MoPA and other public administration bodies on state, regional and local level to implement efficient integrity principles strengthened • Training programmes on raising awareness on integrity issues in public administration developed and implemented • System for development of integrity strategies and integrity plans for public administration employees established	• MoPA reports, publications and statistics • NSPA reports, publications and statistics • Twinning project reports • Twinning project documentation (analysis reports, training programmes, training materials, recommendations, etc.) • Guidelines • Promotional materials	• Adequate human and financial resources available • Commitment of the parties involved and good cooperation among interrelated institutions and project teams • Adequate cooperation among competent national, regional and local institutions • Active participation of all stakeholders involved in the project implementation • Availability of BC experts to

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[21] The total amounts of the IPA Community Contribution and National Co-financing stipulated in the above table represent the total maximum amounts and therefore, they may be reduced at the level of the Twinning contract, while the relevant ratio (percentages) should be maintained as fixed. The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

			participate in trainings.
		• List of participants on trainings • List of participants on study visit • Study visit report	

Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Component 1: Strengthening capacities of the MoPA and other public administration bodies on state, regional and local level to implement efficient integrity principles Result 1.1: Analysis of the capacities of the MoPA, public administration bodies on state, regional and local level and analysis of the existing relevant framework conducted and recommendations for improvement prepared	• Analysis of the relevant legal framework and existing strategies conducted and corresponding report with recommendations for improvement of legal framework prepared • Pilot bodies of the public sector, whose rules, codes and anti-corruption measures will be analysed, identified • Analysis of the current integrity infrastructure in the identified pilot bodies and report with recommendations for improvement of the integrity infrastructure prepared	• MoPA reports, publications and statistics • Twinning project reports • Twinning project documentation (analysis reports, training programmes, training materials, recommendations, etc.) • Guidelines • Promotional materials • List of participants on trainings	• Adequate human and financial resources available • Commitment of the parties involved and good cooperation among interrelated institutions and project teams • Adequate cooperation among competent national, regional and local institutions • Active participation of all stakeholders involved in the project implementation • Availability of BC experts to participate in trainings.
Result 1.2: Guidelines on issuing codes of conduct, Guidelines for ethics commissioners and Guidelines for Ethics Commissions developed	• Guidelines on issuing codes of conduct developed • Guidelines for ethics commissioners developed • Guidelines for Ethics Commissions developed		
Result 1.3: Follow-up activities on raising public awareness on integrity issues and ethical standards based on "We are here for you" campaign defined and prepared	• Analysis of the "We are here for you" campaign conducted and corresponding report prepared		

	• Sustainable promotional follow-up activities on integrity issues and ethical standards in public administration defined, designed and prepared		
Component 2: Developing and implementing of training programmes on raising awareness on integrity issues in public administration			
Result 2.1: Relevant training programmes on application of ethical standards in public administration developed	• Analysis of the existing training programmes on ethical standards of the National School for Public Administration conducted and recommendations for improvement prepared • Training programme including curricula, methodology and training materials for high management and public officials in state administration bodies, local and regional self-government units and public institutions on tools and principles of application of ethical standards in public administration developed • Train-the-trainer programme including curricula, methodology and training materials for ethics commissioners on application of ethical standards in public administration developed • Training programme including curricula, methodology and training materials for public administration employees on application of ethical standards in public administration developed		
Result 2.2: New training programmes on application of ethical standards implemented	• Trainings on tools and principles of application of ethical standards in public administration for high management and		

	public officials (at least 5 participants per institution) from state administration institutions organized and conducted • Trainings for local officials and local units' employees (at least 120 participants in total) on tools and principles of application of ethical standards in public administration organized and conducted • Train-the-trainer seminars (at least 30 future trainers) on application of ethical standards in public administration for ethics commissioners organized and conducted • Seminars for public administration employees (at least 200 participants) on application of ethical standards in public service organized and conducted		
Component 3: Establishing system for development of integrity strategies and integrity plans for public administration employees Result 3.1: Guidelines on conducting risk analysis of posts sensitive to corruption prepared and workshops on implementation of risk analysis conducted	• Areas and job positions in public administration where special anti-corruption prevention measures have to be applied identified and a list of risk sensitive areas and job positions prepared • Questionnaire(s) for conducting risk analysis of posts sensitive to corruption prepared • Analysis of posts sensitive to corruption in pilot bodies conducted and report with recommendations prepared • 5000 Guidelines on conducting risk analysis of posts sensitive to corruption prepared, printed and disseminated		

	• Workshops for public administration human resources employees on managerial level (at least 60 participants) on implementation of risk analysis organized and conducted		
Result 3.2: Methodology for development of integrity strategies and integrity plans for public administration employees developed	• Methodology for preparation of integrity strategies on institutional level developed • Methodology for preparation of integrity plans developed • 1000 Guidelines on preparation and implementation of integrity strategies and integrity plans prepared, printed and disseminated • Seminars for public administration human resources employees on managerial level (at least 100 participants) on preparation and implementation of integrity strategies and integrity plans organized and conducted		
Result 3.3: Insight on functioning of similar integrity system in Member State public administration acquired	• Comparative analysis of implementation of integrity principles on central, regional and local level in at least three Member States with the purpose of getting acquainted with best EU practices conducted and corresponding report prepared • Study visit in duration of 3 working days for 10 participants with the purpose of getting acquainted with implementation of integrity principles in a Member State conducted and study visit report prepared		
Activities	Means	Specification of costs	Assumptions
Member State(s) is kindly requested to develop activities in the submitted proposal which are needed in order to	Consultations, analyses, preparation of documentation, trainings, workshops, study visit.	Twinning project: 700.000,00 EUR	In line with the assumptions specified for results.

achieve the results stipulated in the fiche.			
			Preconditions: N/A

Annex 2: Detailed implementation chart

Strengthening integrity of public sector (CRO INTEGRITY)	2016												2017												2018		
Month	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Twinning	T	T	T	T	C	C	C	C	C	A/I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	R	R	R

T – Call for proposals and evaluation
C – Contracting
A/I – Arrival of the RTA/ Start of the implementation of activities
I – Implementation of activities
R – Report

Annex 3: Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)

Strengthening integrity of public sector (CRO INTEGRITY)	Cumulative contracting schedule by quarters in EUR (provisional)			
	2016			
	I	**II**	**III**	**IV**
Twinning				700.000,00
TOTAL (EUR):				**700.000,00**

Strengthening integrity of public sector (CRO INTEGRITY)	**2016**				**2017**				**2018**	
	I	**II**	**III**	**IV**	**I**	**II**	**III**	**IV**	**I**	**II**
Twinning				546.341,46			83.658,54			70.000,00
TOTAL (EUR):				**546.341,46**			**630.000,00**			**700.000,00**

Annex 4: List of relevant laws and regulations

1. Civil Servants' Act including by-laws
2. Code of Ethics for Civil Servants
3. Act on Prevention of Conflict of Interest
4. Act on the Right of Access to Information
5. Act on Personal Data Protection
6. Act on Obligations and Rights of State Officials
7. Civil Service Human Resources Development Strategy 2010-2013
8. Anti-corruption Strategy 2015-2020
9. Strategy for the Development of Public Administration 2015-2020

Annex 5: List of state administration bodies and units of regional and local self-government

List of state administration bodies:

A) Ministries

1. Ministry of Economy
2. Ministry of Social Politics and Youth
3. Ministry of Regional Development and EU funds
4. Ministry of Finance
5. Ministry of Defence
6. Ministry of Foreign and European Affairs
7. Ministry of the Interior
8. Ministry of Justice
9. Ministry of Public Administration
10. Ministry of Entrepreneurship and Crafts

11. Ministry of Labour and Pension System
12. Ministry of Maritime Affairs, Transport and Infrastructure
13. Ministry of Agriculture
14. Ministry of Tourism
15. Ministry of Environmental and Nature Protection
16. Ministry of Construction and Physical Planning
17. Ministry of Veterans' Affairs
18. Ministry of Health
19. Ministry of Science, Education and Sports
20. Ministry of Culture

B) Central State offices

1. State Office for Central Public Procurement
2. State Office for Reconstruction and Housing Care
3. State Office for Croats Abroad
4. State Property Management Administration

C) State administrative organizations

1. State Geodetic Administration

2. Meteorological and Hydrological Service

3. State Intellectual Property Office

4. State Office for Metrology

5. Croatian Bureau of Statistics

6. State Office for Radiological and Nuclear Safety

7. National Protection and Rescue Directorate

D) Offices of state administration in counties

1. Office of State Administration in Zagreb County

2. Office of State Administration in Krapina-Zagorje County

3. Office of State Administration in Sisak-Moslavina County

4. Office of State Administration in Karlovac County

5. Office of State Administration in Varaždin County

6. Office of State Administration in Koprivnica-Križevci County

7. Office of State Administration in Bjelovar-Bilogora County

8. Office of State Administration in Primorje-Gorski Kotar County

9. Office of State Administration in Lika-Senj County

10. Office of State Administration in Virovitica-Podravina County

11. Office of State Administration in Požega-Slavonia County

12. Office of State Administration in Brod-Posavina County

13. Office of State Administration in Zadar County

14. Office of State Administration in Osijek-Baranja County

15. Office of State Administration in Šibenik-Knin County

16. Office of State Administration in Vukovar-Srijem County

17. Office of State Administration in Split-Dalmatia County

18. Office of State Administration in Istra County

19. Office of State Administration in Dubrovnik-Neretva County

20. Office of State Administration in Međimurje County

List of units of regional self-government of the Republic of Croatia

A) Counties

1. Zagreb County
2. Krapina-Zagorje County
3. Sisak-Moslavina County
4. Karlovac County
5. Varaždin County
6. Koprivnica-Križevci County
7. Bjelovar-Bilogora County
8. Primorje-Gorski Kotar County
9. Lika-Senj County
10. Virovitica-Podravina County
11. Požega-Slavonia County
12. Brod-Posavina County
13. Zadar County
14. Osijek-Baranja County
15. Šibenik-Knin County
16. Vukovar-Srijem County
17. Split-Dalmatia County
18. Istra County
19. Dubrovnik-Neretva County
20. Međimurje County
21. The City of Zagreb

B) Cities

1. Bakar
2. Beli Manastir
3. Belišće
4. Benkovac
5. Biograd na Moru
6. Bjelovar

7. Buje

8. Buzet

9. Cres

10. Crikvenica

11. Čabar

12. Čakovec

13. Čazma

14. Daruvar

15. Delnice

16. Donja Stubica

17. Donji Miholjac

18. Drniš

19. Dubrovnik

20. Duga Resa

21. Dugo Selo

22. Đakovo

23. Đurđevac

24. Garešnica

25. Glina

26. Gospić

27. Grubišno Polje

28. Hrvatska Kostajnica

29. Hvar

30. Ilok

31. Imotski

32. Ivanec

33. Ivanić-Grad

34. Jastrebarsko

35. Karlovac

36. Kastav

37. Kaštela

38. Klanjec

39. Knin

40. Komiža

41. Koprivnica

42. Korčula

43. Kraljevica

44. Krapina

45. Križevci

46. Krk

47. Kutina

48. Kutjevo

49. Labin

50. Lepoglava

51. Lipik

52. Ludbreg

53. Makarska

54. Mali Lošinj

55. Metković

56. Mursko Središće

57. Našice

58. Nin

59. Nova Gradiška

60. Novalja

61. Novi Marof

62. Novi Vinodolski

63. Novigrad

64. Novska	83. Poreč	102. Supetar
65. Obrovac	84. Požega	103. Sveta Nedelja
66. Ogulin	85. Pregrada	104. Sveti Ivan Zelina
67. Omiš	86. Prelog	105. Šibenik
68. Opatija	87. Pula	106. Trilj
69. Opuzen	88. Rab	107. Trogir
70. Orahovica	89. Rijeka	108. Umag
71. Oroslavje	90. Rovinj	109. Valpovo
72. Osijek	91. Samobor	110. Varaždin
73. Otočac	92. Senj	111. Varaždinske Toplice
74. Otok	93. Sinj	112. Velika Gorica
75. Ozalj	94. Sisak	113. Vinkovci
76. Pag	95. Skradin	114. Virovitica
77. Pakrac	96. Slatina	115. Vis
78. Pazin	97. Slavonski Brod	116. Vodice
79. Petrinja	98. Slunj	117. Vodnjan
80. Pleternica	99. Solin	118. Vrbovec
81. Ploče	100. Split	119. Vrbovsko
82. Popovača	101. Stari Grad	120. Vrgorac

121. Vrlika

122. Vukovar

123. Zabok

124. Zadar

125. Zagreb

126. Zaprešić

127. Zlatar

128. Županja

C) Municipalities

1. Andrijaševci

2. Antunovac

3. Babina Greda

4. Bale

5. Barban

6. Barilović

7. Baška

8. Baška Voda

9. Bebrina

10. Bedekovčina

11. Bedenica

12. Bednja

13. Belica

14. Berek

15. Beretinec

16. Bibinje

17. Bilice

18. Bilje

19. Biskupija

20. Bistra

21. Bizovac

22. Blato

23. Bogdanovci

24. Bol

25. Borovo

26. Bosiljevo

27. Bošnjaci

28. Brckovljani

29. Brdovec

30. Brela

31. Brestovac

32. Breznica

33. Breznički Hum

34. Brinje

35. Brod Moravice

36. Brodski Stupnik

37. Brtonigla

38. Budinščina

39. Bukovlje

40. Cerna

41. Cernik

42. Cerovlje

43. Cestica

44. Cetingrad

45. Cista Provo

46. Civljane

47. Crnac

48. Čaglin

49. Čavle

50. Čačinci

51. Čađavica

52. Čeminac

53. Čepin

54. Darda

55. Davor

56. Dekanovec

57. Desinić

58. Dežanovac

59. Dicmo

60. Dobrinj

61. Domašinec

62. Donja Dubrava

63. Donja Motičina

64. Donja Voća

65. Donji Andrijevci

66. Donji Kraljevec

67. Donji Kukuruzari

68. Donji Lapac

69. Donji Vidovec

70. Dragalić

71. Draganić

72. Draž

73. Drenje

74. Drenovci

75. Drnje

76. Dubrava

77. Dubravica

78. Dubrovačko primorje

79. Dugi Rat

80. Dugopolje

81. Dvor

82. Đelekovec

83. Đulovac

84. Đurmanec

85. Đurđenovac

86. Erdut

87. Ernestinovo

88. Ervenik

89. Farkaševac

90. Fažana

91. Ferdinandovac

92. Feričanci

93. Funtana

94. Fužine

95. Galovac

96. Garčin

97. Generalski Stol

98. Gola

99. Goričan

100. Gorjani

101. Gornja Stubica

102. Gornja Vrba

103. Gornji Bogićevci

104. Gornji Kneginec

105. Gornji Mihaljevec

106. Gornja Rijeka

107. Gradac

108. Gradec

109. Gradina

110. Gradište

111. Gračac

112. Gračišće

113. Grožnjan

114. Gundinci

115. Gunja

116. Gvozd

117. Hercegovac

118. Hlebine

119. Hrašćina

120. Hrvace

121. Hrvatska Dubica

122. Hum na Sutli

123. Ivankovo

124. Ivanska

125. Jagodnjak

126. Jakovlje

127. Jakšić

128. Jalžabet

129. Janjina

130. Jarmina

131. Jasenice

132. Jasenovac

133. Jelenje

134. Jelsa

135. Jesenje

136. Josipdol

137. Kali

138. Kalinovac

139. Kalnik

140. Kamanje

141. Kanfanar

142. Kapela

143. Kaptol

144. Karlobag

145. Karojba

146. Kaštelir-Labinci

147. Kijevo

148. Kistanje

149. Klakar

150. Klana

151. Klenovnik

152. Klinča Sela

153. Klis

154. Kloštar Ivanić

155. Kloštar Podravski

156. Kneževi Vinogradi

157. Kolan

158. Konavle

159. Konjščina

160. Končanica

161. Koprivnički Bregi

162. Koprivnički Ivanec
163. Kostrena
164. Kotoriba
165. Koška
166. Kraljevec na Sutli
167. Krapinske Toplice
168. Kravarsko
169. Krašić
170. Križ
171. Krnjak
172. Kršan
173. Kukljica
174. Kula Norinska
175. Kumrovec
176. Lanišće
177. Lasinja
178. Lastovo
179. Legrad
180. Lekenik

181. Levanjska Varoš
182. Lećevica
183. Lipovljani
184. Lišane Ostrovičke
185. Ližnjan
186. Ljubešćica
187. Lobor
188. Lokve
189. Lokvičići
190. Lopar
191. Lovas
192. Lovinac
193. Lovran
194. Lovreć
195. Luka
196. Lukač
197. Lumbarda
198. Lupoglav
199. Magadenovac

200. Majur
201. Mala Subotica
202. Mali Bukovec
203. Malinska - Dubašnica
204. Marija Bistrica
205. Marija Gorica
206. Marijanci
207. Marina
208. Markušica
209. Martijanec
210. Martinska Ves
211. Maruševec
212. Marčana
213. Matulji
214. Mače
215. Medulin
216. Mihovljan
217. Mikleuš
218. Milna

219. Mljet

220. Molve

221. Motovun

222. Mošćenička Draga

223. Mrkopalj

224. Murter-Kornati

225. Muć

226. Nedelišće

227. Negoslavci

228. Nerežišća

229. Netretić

230. Nijemci

231. Nova Bukovica

232. Nova Kapela

233. Nova Rača

234. Novi Golubovec

235. Novigrad

236. Novigrad Podravski

237. Novo Virje

238. Nuštar

239. Okrug

240. Okučani

241. Omišalj

242. Oprisavci

243. Oprtalj

244. Orebić

245. Orehovica

246. Oriovac

247. Orle

248. Otok (municipality)

249. Pakoštane

250. Pašman

251. Perušić

252. Peteranec

253. Petlovac

254. Petrijanec

255. Petrijevci

256. Petrovsko

257. Pirovac

258. Pisarovina

259. Pitomača

260. Pićan

261. Plaški

262. Plitvička jezera

263. Podbablje

264. Podcrkavlje

265. Podgora

266. Podgorač

267. Podravska Moslavina

268. Podravske Sesvete

269. Podstrana

270. Podturen

271. Pojezerje

272. Pokupsko

273. Polača

274. Poličnik

275. Popovac

276. Posedarje

277. Postira

278. Povljana

279. Preko

280. Preseka

281. Pribislavec

282. Prgomet

283. Primorski Dolac

284. Primošten

285. Privlaka (Vukovar-Srijem County)

286. Privlaka (Zadar County)

287. Proložac

288. Promina

289. Punat

290. Punitovci

291. Pučišća

292. Pušća

293. Radoboj

294. Rakovec

295. Rakovica

296. Rasinja

297. Ravna Gora

298. Raša

299. Ražanac

300. Rešetari

301. Ribnik

302. Rogoznica

303. Rovišće

304. Rugvica

305. Runovići

306. Ružić

307. Saborsko

308. Sali

309. Satnica Đakovačka

310. Seget

311. Selca

312. Selnica

313. Semeljci

314. Severin

315. Sibinj

316. Sikirevci

317. Sirač

318. Skrad

319. Slavonski Šamac

320. Slivno

321. Smokvica

322. Sokolovac

323. Sopje

324. Sračinec

325. Stankovci

326. Stara Gradiška

327. Stari Jankovci

328. Stari Mikanovci

329. Starigrad

330. Staro Petrovo Selo

331. Ston

332. Strahoninec

333. Strizivojna

334. Stubičke Toplice

335. Stupnik

336. Suhopolje

337. Sukošan

338. Sunja

339. Sutivan

340. Sućuraj

341. Sveta Marija

342. Sveta Nedelja

343. Sveti Filip i Jakov

344. Sveti Ilija

345. Sveti Ivan Žabno

346. Sveti Juraj na Bregu

347. Sveti Križ Začretje

348. Sveti Lovreč

349. Sveti Martin na Muri

350. Sveti Petar Orehovec

351. Sveti Petar u Šumi

352. Sveti Đurđ

353. Svetvinčenat

354. Šandrovac

355. Šenkovec

356. Šestanovac

357. Škabrnja

358. Šodolovci

359. Šolta

360. Špišić Bukovica

361. Štefanje

362. Štitar

363. Štrigova

364. Tar-Vabriga

365. Tinjan

366. Tisno

367. Tkon

368. Tompojevci

369. Topusko

370. Tordinci

371. Tounj

372. Tovarnik

373. Tribunj

374. Trnava

375. Trnovec Bartolovečki

376. Trpanj

377. Trpinja

378. Tuhelj

379. Tučepi

380. Udbina

381. Unešić

382. Vela Luka

383. Velika

384. Velika Kopanica

385. Velika Ludina

386. Velika Pisanica

387. Velika Trnovitica

388. Veliki Bukovec

389. Veliki Grđevac

390. Veliko Trgovišće

391. Veliko Trojstvo

392. Vidovec

393. Viljevo

394. Vinica

395. Vinodolska općina

396. Vir

397. Virje

398. Visoko

399. Viškovci

400. Viškovo

401. Višnjan

402. Vižinada

403. Vladislavci

404. Vojnić

405. Voćin

406. Vođinci

407. Vratišinec

408. Vrbanja

409. Vrbje

410. Vrbnik

411. Vrhovine

412. Vrpolje

413. Vrsar

414. Vrsi

415. Vuka

416. Zadvarje

417. Zagorska Sela

418. Zagvozd

419. Zažablje

420. Zdenci

421. Zemunik Donji

422. Zlatar Bistrica

423. Zmijavci

424. Zrinski Topolovac

425. Žakanje

426. Žminj

427. Žumberak

428. Župa dubrovačka

For full list of public institutions please refer to: http://www.pristupinfo.hr/popis-tijela-javne-vlasti/