

# STANDARD TWINNING PROJECT FICHE

## 1. Basic Information

- 1.1 Publication notice reference: EuropeAid/ 137-675/IH/ACT/HR
- 1.2 Programme: Transition Facility IPA/2013/24986 (Annex of C(2013) 8057 final)
- 1.3 Twinning Number: HR 14 IB SO 03
- 1.4 Title: Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC (CRO NURSE)
- 1.5 Sector: Health/social sector projects
- 1.6 Beneficiary country: Republic of Croatia

## 2. Objectives

### 2.1 Overall objective:

The overall objective of the project is to improve the health system and health services in the Republic of Croatia.

### 2.2 Project purpose:

The purpose of the project is to improve the quality of education of nurses and midwives by training their mentors and improving the mentoring system.

### 2.3 Contribution to Accession Treaty/Relevant national documents:

Following the signature of the **Accession Treaty** on 9 December 2011 by the heads of State or Government of the 27 Member States (MS) and the Republic of Croatia and its ratification procedure, Croatia joined the European Union (EU) on 1 July 2013. Accession Treaty of the Republic of Croatia to the European Union states in the Article 36 that Commission shall monitor all commitments undertaken by the Republic of Croatia in the accession negotiation.

The Republic of Croatia has implemented the Directive 2005/36/EC into Croatian legislation, however full implementation of the Directive will be achieved through this project which is envisaged to improve the quality of education of nurses and midwives. The Accession Treaty includes adaptation of the Article 23(5) of the Directive and inclusion of Article 43(b) in the Directive, related to the recognition of professional qualification, inter alia, of nurses and midwives from the Republic of Croatia.

**National Health Care Strategy 2012-2020** includes measures within the framework of eight priorities. Majority of measures that are set in the Strategy should directly or indirectly influence the improvement of work of health care workers. Nevertheless, three measures<sup>1</sup> within *Priority 2*:

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<sup>1</sup> Measure 2.1: Drawing up the Strategic plan of human resources development in health care; Measure 2.4: Enabling achievement of higher levels of education for all health care workers; Measure 2.5 Defining competences and enabling task shifting in accordance with the higher level of the achieved education of health care workers.

*Strengthening and better use of human resources in health care* are specifically focused on strengthening competencies of health care staff, which combined with other measures, should contribute to improvement of the horizontal and vertical mobility of health care staff.

Strategy has identified that the field of nursing education is insufficiently regulated, with unclear qualifications and competencies acquired in various existing forms of education. Moreover, the need for higher quality distribution of competences and achievement of higher levels of education for nurses and midwives is identified, as well as the need to create additional possibilities in order for the higher levels of education to be properly recognized (through professional advancement, task shifting, organizational changes etc.).

Formal competencies acquired within the basic education program for nurses and midwives are useful in the real sector only in case they are supported with the obtained practical skills and knowledge. In order for this to be achieved, trained mentors need to undergo specific training programme and obtain the required knowledge. This Twinning project is envisaged to support establishment of the educational system which will provide the required basis for enhancement of competences, knowledge and skills of nurses and midwives in line with the requirements set by the EU regulations and the national strategic priorities.

### **3. Description**

#### **3.1 Background and justification:**

Since 2011 education of nurses and midwives in the Republic of Croatia was revised in line with the Directive 2005/36/EC, reviewing nursing education from the secondary level education perspective and midwifery education from the higher education perspective.

According to this Directive, which was transposed into national law the basic education of nurses is secondary education of ten years, followed by three years vocational school/vocational training programme and undergraduate education of twelve years giving access to universities or higher level education institutions.

In that effect in the Republic of Croatia ten years of secondary education is comprised of eight years of elementary school and two years of general education in medical school. In additional three years of medical school nurses, according to the Directive, obtain theoretical and practical education of 4600 hours in order to qualify as “nurse responsible for general care” (of which 2300 hours is clinical practice). New curriculum for nurses responsible for general care, a three-year vocational programme, in compliance with the Directive, is being implemented in vocational schools for nurses since school year 2010/11 when five-year secondary school was introduced. One of the relevant modifications in curriculum was cancelation of internship in the fifth year of the secondary school and introduction of clinical practice. In order to implement the clinical practice qualified mentors are needed. There is also a title “nursing graduate” (referring to nurses who have completed additional undergraduate study in duration of three years) - such nurse is responsible for planning, implementing, evaluating and organizing health care of the patient.

Regarding vertical education of nurses in the Republic of Croatia, currently there is a five-year medical secondary school. According to the Croatian Qualifications Framework the five-year high school education in nursing qualifies as the fourth level of education while the fifth level refers to various short-term programmes and professional trainings in nursing before actually entering university level education. Moreover, there are also undergraduate professional and undergraduate university studies in nursing which represent the sixth level of education and graduate and specialist studies in nursing as the seventh level. Postgraduate studies in biomedicine and health form the

eighth level of the qualification framework, and which recently opened the possibility to obtain the title of *Doctor of Science in Nursing*.

The biggest change introduced in the national legislation on the bases of the Directive was related to education for midwives. Basic education for midwives, in line with Directive, is bachelor in midwifery and therefore, additional curriculum program for “midwifery assistant” was established. As midwifery assistants, the former midwives do not have the license for independent work and in order to gain it they need to undergo another three years of bachelor education.

Mentoring (training) system for the nurses and midwives according to the Directive is transposed to national legislation of the Republic of Croatia, however it is not yet established. Mentors who should perform a much larger volume of work are not yet trained and provide mentoring without getting proper education. This applies to nurses employed in health institutions as well as to teachers in medical school/schools for nurses and universities (which carry out both theoretical teaching and clinical exercises). Additional qualified mentors are needed within the undergraduate study for clinical training exercises since the mentoring is done by “nurse graduate” from the health institutions.

The teachers in schools need to additionally develop their knowledge and experience regarding clinical practice while mentors in health care institutions need to be additionally educated in pedagogical skills and in successful implementation of clinical practice in certain specialty areas. As the number of nurses and midwives on bachelor level is rapidly increasing, focus of the project activities will be on mentors of this level.

Therefore, additional education of all mentors is essential for establishing direct links between teachers in schools who perform theoretical classes and mentors in healthcare institutions who perform clinical exercises in order to be able to carry out the practice and enable education of students following the principles of the Directive. This project will positively affect the dual tasks that await all mentors as both health and education professionals and ensure quality of the performance of clinical practice.

Currently in the Republic of Croatia teachers in medical school and mentors in the health facilities are awarded mentoring position (permanent employment) based on the following criteria: completed undergraduate or graduate program, three years of experience, certificate of no criminal record and passed certification exam in the relevant field. These criteria are planned to be redefined through this Twinning project in order to be in line with the acquis and national legislation.

Ordinance on the Internship of the Health Workers (OG 2/2011, 14/2013) describes the place to perform internship and the profile of staff that can provide internship to health workers. Moreover, the Ordinance defines that health workers who have completed internship and passed the professional exam and then gained a higher level of education in the same health orientation with at least one year of experience within the same health orientation, are not obliged to repeat the same internship, they only have to pass the exam. On the other hand, in case a health worker, after completion of internship and professional exam, gained a higher level of education in other health care orientation, he or she needs to complete additional internship. There is a possibility to shorten duration of the additional internship, however only in case the internship program was completed in compliance with the internship program for higher levels of education.

This Twinning project will develop educational plan and programme for the mentoring system for nurses and midwives based on which theoretical and practical education will be provided to the identified mentors for nurses and midwives. Since trained mentors will obtain both theoretical and

practical knowledge, they will be enabled to help students to transfer theory into practice and to facilitate education of future generations of nurses and midwives (thus ensuring sustainability).

Trainings envisaged under the project will be implemented through different methods with the purpose of maximizing the knowledge transfer and ensuring sustainability of the obtained knowledge. Besides workshops and practical trainings, two study visits are envisaged for Croatian experts engaged in cooperation with MS Twinning partners on preparation of mentoring plan and programme for nurses and midwives. These study visits will enable Croatian experts to acquire first-hand experience and good practice of the mentoring system for nurses and midwives in a Member State. A sufficient number of mentors for nurses and midwives will be properly trained on providing theoretical instructions on nursing and midwifery care and will be also enabled to completely carry out practical work in the clinical departments of hospitals. The results envisaged under this project will aim to establish high quality mentoring system for nurses and midwives that will lead to improvement of health care services in Croatia.

### 3.2 Linked activities:

#### **Transition facility “Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC (Supply component)**

This Twinning project is part of the overall project which consists of two components: Twinning and Supply. The Supply component will include procurement of the equipment for educational centres in hospitals for nurses and midwives in order to make sure that adequate practical training will be provided for mentors of nurses and midwives under the framework of the Twinning component. The Twinning contract is foreseen to start simultaneously with the Supply component. It is expected that the equipment will be in place during the fifth month of the Twinning project implementation. Therefore, training activities for which the above mentioned equipment is needed will be performed in the second half of the Twinning project i.e. after the purchase of the equipment. The Supply component of the overall project is currently in the preparation phase.

#### **IPA 2008 “Rising the knowledge and skills of nurses and midwives and harmonizing educational curricula with Directive 2005/36/EC” (HR/2008/IB/SO/01 TL; MS Twinning partners: Finland)**

This Twinning light project started in February 2011 and ended in August 2011. The following results were fulfilled: Bridging Programme I for nurses with less than 3 years of work experience and completed secondary education enrolled before academic year 2010/2011 (relevant for nurses who may want to use the opportunity to work in the EU countries and as a supplementary education for the previous curriculum); Bridging Programme II for nurses (related to new programme for internship); nurse teachers handbook for bridging programmes; Bachelor on Midwifery Programme; Study-As-You-Work Programme for the bachelor on midwifery and Bridging Programme for midwives that completed higher nursing education and are working as midwives. The IPA 2008 project has identified that in the Republic of Croatia mentoring (training) system for the nurses and midwives according to the Directive 2005/36/EC is not established and it is necessary to continue with the implementation of the project results.

This Twinning project will build upon the results and recommendations of the IPA 2008 Twinning light project through development of plan and programme for mentors of nurses and midwives and providing education (theoretical and practical) to the identified mentors for nurses and midwives. The established mentoring system for nurses and midwives will confirm and completely implement the educational programmes that were developed through the IPA 2008 Twinning light project.

## **TAIEX activities:**

- October 2009 workshop; topics: how to reach international standards of transparency and therefore be open to the public and especially the stakeholders in this process to set up monitoring systems for the implementation of Directive 2005/36/EC which is above the individual government ministries, defining the roles in this process
- July 2009 workshop; topics/conclusions: it is recommended to the Croatian Government to urgently restructure the Croatian educational system:
  - a) from primary to university level
  - b) in order to ensure that prospective midwifery students have the prerequisite education and training (min. 10 years general school education, art. 40, 2.a, of Directive 2005/36/EC, in practice meaning: primary school, gymnasium) prior to accessing university.
- January 2008 workshop; goals/topics: to provide the participants with the relevant information related to Directive 2005/36/EC and other relevant EU developments. The aim was to develop a mutually agreed implementation strategy including the development of clear recommendations. The working sessions dealt with: developing the Croatian National Nursing (and Midwifery) Strategy; developing the Croatian National Nursing (and Midwifery) Strategy in the light of EU-accession; curricula; peer reviews. The aim was also to finalize the recommendations and to seek options with key players to implement the recommendations.
- April 2007 workshop; topics/conclusions: peer review, forms of outside assistance, such as the Dutch MATRA-programme (specifically MATRA-flex), TAIEX as well as a EU-twinning instrument; to develop new midwifery curriculum, mandatory national curriculum of at least three years; there should be the opportunity for train-the-trainer programmes in order to further enhance the development and implementation of the new curriculum; to develop and implement a midwifery law in line with Directive 2005/36/EC.
- January 2007 workshop; topics/conclusions: how to develop a peer review related to education, training and practice of nurses and midwives, possibly to be expanded to other health professions (doctors, dentists, pharmacists) and act in conformity with the outcomes thereof; to ask assistance from the EU in this field, for instance by means of further TAIEX-missions, one or more Twinning projects or other options; to provide the means to the Croatian Nurses Association as well as to the Croatian Midwifery Association to have their representatives fully participate in this process other than on voluntary basis; to bring the general educational system up to European standards required for the process of mutual recognition of qualifications to become relevant, to bring the regulatory system for nurses and midwives (and possibly for other health professions) in line with European requirements, thus effectively implementing the mutual recognition system for nurses and midwives (and other health professions); to not only safeguard the required legal changes but to develop and execute clear implementation plans as well.

### 3.3 Results:

#### **Result 1: Educational plan and programme for mentors of nurses prepared**

Indicators of achievement:

- Mentors for nurses selected
- Analysis of the current educational programmes for nurses conducted and analysis report with recommendations prepared
- TNA analysis of nurses and mentors for nurses conducted and TNA report prepared

- Educational plan and programme, including educational materials for nurses prepared<sup>2</sup>

## **Result 2: Educational plan and programme for mentors of midwives prepared**

Indicators of achievement:

- Mentors for midwives selected
- Analysis of the current educational programmes for midwives conducted and analysis report with recommendations prepared
- TNA analysis of midwives and mentors for midwives conducted and TNA report prepared
- Educational plan and programme, including educational materials for midwives prepared<sup>3</sup>

## **Result 3: The mentoring system for nurses at national level improved**

Indicators of achievement:

- Trainings for at least 80 mentors for nurses organized and conducted
- Study visit for 10 experts conducted and study visit report prepared
- Evaluation of the trainings conducted and evaluation report with recommendations related to implementation of educational programme prepared
- The mentoring system for nurses at national level improved

## **Result 4: The mentoring system for midwives at national level improved**

Indicators of achievement:

- Trainings for at least 40 mentors for midwives organized and conducted
- Study visit for 6 experts conducted and study visit report prepared
- Evaluation of the trainings conducted and evaluation report with recommendations related to implementation of educational programme prepared
- The mentoring system for midwives at national level improved

### 3.4 Activities:

**The activities listed below represent the minimum activities to be implemented in the course of the Twinning project. Member State(s) may propose additional activities in line with the methodology elaborated in its proposal.**

Activities linked to Result 1:

- 1.1 Developing criteria for selection of mentors for nurses; selecting mentors for nurses based on the developed criteria
- 1.2 Conducting analysis of the current educational programmes for nurses and preparing analysis report with recommendations<sup>4</sup>
- 1.3 Conducting TNA analysis of nurses and mentors for nurses and preparing TNA report
- 1.4 Preparing educational plan and programme, including educational materials, for mentors of nurses through train-the-trainers system<sup>5</sup>

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<sup>2</sup> The prepared educational plan, programme and materials will be translated into Croatian language and will be used by mentors for nurses in future trainings.

<sup>3</sup> The prepared educational plan, programme and materials will be translated into Croatian language and will be used by mentors for midwives in future trainings.

<sup>4</sup> Analysis will cover educational programmes for basic (general) education and study programmes for nurses.

#### Activities linked to Result 2:

- 2.1 Developing criteria for selection of mentors for midwives; selecting mentors for midwives based on the developed criteria
- 2.2 Conducting analysis of the current educational programmes for midwives and preparing analysis report with recommendations
- 2.3 Conducting TNA analysis of midwives and mentors for midwives and preparing TNA report
- 2.4 Preparing educational plan and programme, including educational materials, for mentors of midwives through train-the-trainers system<sup>6</sup>

#### Activities linked to Result 3:

- 3.1 Organizing and conducting regional trainings for at least 80 mentors for nurses in Zagreb, Split, Rijeka and Osijek<sup>7</sup>
- 3.2 Conducting one study visit for 10 experts working with MS Twinning partners on preparation of educational plan and programme for mentors of nurses and preparing study visit report
- 3.3 Conducting evaluation of the trainings and preparing evaluation report with recommendations related to implementation of educational programme
- 3.4 Improving the mentoring system for nurses at national level

#### Activities linked to Result 4:

- 4.1 Organizing and conducting regional trainings for at least 40 mentors for midwives in Zagreb, Split, Rijeka and Osijek<sup>8</sup>
- 4.2 Conducting one study visit for 6 experts working with MS Twinning partners on preparation of educational plan and programme for mentors of midwives and preparing study visit report
- 4.3 Conducting evaluation of the trainings and preparing evaluation report with recommendations related to implementation of educational programme
- 4.4 Improving the mentoring system for midwives at national level

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 Project Leader and the relevant STE profile.

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<sup>5</sup> The prepared educational plan, programme and materials will be translated into Croatian language.

<sup>6</sup> The prepared educational plan, programme and materials will be translated into Croatian language.

<sup>7</sup> The practical trainings will include training equipment procured through the supply component of the overall project. It is envisaged that the trainings will involve the following participants: 40 mentors from universities, 20 mentors from vocational schools and 20 mentors from health institutions.

<sup>8</sup> The practical trainings will include training equipment procured through the supply component of the overall project. It is envisaged that the trainings will involve the following participants: 20 mentors from universities, 10 mentors from vocational schools and 10 mentors from health institutions.

### 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 health care
- Minimum 6 years of experience in health system
- High ranking official
- Working level of English language
- Computer literacy
- Experience in project management
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5

##### Asset:

- Experience in implementation of EU funded projects in the health sector

##### Tasks of the Project Leader:

- Overall coordination and co-managing of the implementation of the project in cooperation with the BC Project Leader
- Ensuring backstopping and financial management of the project in the MS
- Coordination of MS experts' work and availability
- Ensuring sound implementation of the envisaged activities
- Monitoring and evaluating the BC needs and priorities, the quality of short term experts, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial action
- Project reporting
- Participation in Steering Committee meetings
- Organization of study visits

### 3.5.2 Profile and tasks of the RTA

#### **Profile of the Resident Twinning Advisor**

##### Requirements:

- University level education or equivalent professional experience of 10 years in health care
- Minimum 4 years of working experience as nurse or as midwife
- Working level of English language
- Computer literacy
- Experience in project management
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5

##### Assets:

- Experience as mentor for nurses
- Experience as mentor for midwives

##### 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



- Advising on related EU policies and best practices, legislation and regulations, and assisting Croatian administration in the context of project work plan
- Executing administrative issues (e.g. assisting in reporting)
- Coordination and assistance to the short-term experts
- Monitoring project implementation and proposing corrective measures, if required
- Organization of PIU and Steering Committee meetings
- Participation in Steering Committee meetings
- Organization of visibility events (kick-off and final event)
- Networking with stakeholders of the project in BC and in MS

The duration of the RTA secondment is 12 months.

### 3.5.3 Profile and tasks of the short-term experts

For each of the proposed experts in the submitted proposal the Member State(s) is kindly requested to indicate the expert's profile.

#### Profile of the Short-term expert 1 (STE 1)

##### Requirements:

- University level education or equivalent professional experience of 8 years in health care
- Minimum 3 years of working experience as nurse
- Working level of English language
- Computer literacy
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5

##### Asset:

- Experience as mentor for nurses

##### Tasks of the Short-term expert 1:

- Developing criteria for selection of mentors for nurses; selecting mentors for nurses
- Conducting analysis of the current educational programmes for nurses and preparing analysis report with recommendations
- Conducting TNA analysis of nurses and mentors for nurses and preparing TNA report
- Preparing educational plan, programme and materials
- Organizing and conducting regional trainings for mentors of nurses
- Conducting evaluation of the trainings and preparing evaluation report with recommendations
- Improving the mentoring system for nurses at national level

#### Profile of the Short-term expert 2 (STE 2)

##### Requirements:

- University level education or equivalent professional experience of 8 years in health care
- Minimum 3 years of working experience as midwife
- Working level of English language
- Computer literacy
- Proven contractual relation to public administration or mandated body, as defined under

## Twinning Manual 5.4.5

Asset:

- Experience as mentor for midwives

Tasks of the Short-term expert 2:

- Developing criteria for selection of mentors for midwives; selecting mentors for midwives
- Conducting analysis of the current educational programmes for midwives and preparing analysis report with recommendations
- Conducting TNA analysis of midwives and mentors for midwives and preparing TNA report
- Preparing educational plan, programme and materials
- Organizing and conducting regional trainings for mentors of midwives
- Conducting evaluation of the trainings and preparing evaluation report with recommendations
- Improving the mentoring system for midwives at national level

**Note:**

The pool of experts should include:

- At least one short-term expert who in addition to the respective profile requirements has experience as mentor for nurses
- At least one short-term expert who in addition to the respective profile requirements has experience as mentor for midwives
- At least one short-term expert who in addition to the respective profile requirements has experience in preparing educational programme for nurses or midwives

## 4. Institutional Framework

Ministry of Health is the main beneficiary of this project. It is responsible for adoption and implementation of all legislation related to nurses and midwives (the main legislation includes the Act on Nursing – OG 121/03, 117/08, 57/11 and the Act on Midwifery – OG 120/08, 145/10). The Ministry of Health is also in charge of conducting professional exams for nurses and midwives and issuing approval for mentoring. The Ministry of Health has in total 420 employees.

Implementation of the educational programmes for nurses and midwives is supervised by the following responsible bodies which will be involved in this project as stakeholders:

- Ministry of Science, Education and Sport – in charge of administrative and other activities in the following areas: development of the educational system; preschool education, elementary school and secondary school education in the country and abroad; professional education and permanent education; national curriculum and textbooks; educational standards; student standards; inspection and pedagogic control; establishment of educational institutions and control of their compliance with the laws; securing financial and material conditions; etc.
- Agency for Vocational Education and Training and Adult Education – responsible for development of qualifications based on competences and learning outcomes; continuous alignment of education with Labour Market Needs; building Vocational Education Training system that enables lifelong learning and mobility; defining roles of teachers in learning

outcomes oriented system; establishing quality assurance system; etc. The Agency is a public institution, founded in June 2010.

- Agency for Science and Higher Education – in close cooperation with higher education institutions, scientific organisations and other stakeholders in the area of higher education and science the Agency aims at quality improvement of higher education and science, as well as opportunities to acquire specific educational levels; dissemination of reliable information on the quality of academic standards; comparing the achieved standards and quality levels with the quality and standards of similar institutions in the country and EU; etc.

In addition to the above, the project stakeholders also include the following institutions and associations in the field of nursing and midwifery:

- Croatian Nursing Council – the regulatory body/competent authority for the nursing profession in the Republic of Croatia. The Council is responsible for: maintaining a register of qualified nurses; issuing, renewing and withdrawing of licenses; conducting professional supervision; setting the standards, content, terms and procedure of continuous education and verification of the competence of nurses; ensuring that nurses conduct according to Code of Ethics; setting professional standards; recognition of professional qualifications. The main goal of the Council is to protect the public by ensuring qualitative, responsible and ethical nursing care.
- Croatian Chamber of Midwives – protects rights and interests of midwives, promotes the identity and dignity of the profession and contributes to improvement of midwifery education and legislation. Its tasks include: informing, educating, empowering and connecting midwives; promotion of work, rights and interests of midwives; encouraging high quality of work and transparent adaptation to EU standards.
- Croatian Nurses Association – non-governmental association that gathers nurses from the Republic of Croatia with goals that include: promotion of health care; cooperation with civil society organizations; improving the quality of nursing care through continuous professional development aligned with international standards; increasing diversity and accessibility of education of nurses, from vocational schools to scientific area. As a national association representative of nurses of the Republic of Croatia, the Association is also a member of the International Council of Nurses (ICN), European Federation of Nurses Association (EFN), Nursing and Midwifery Associations (NMA) and the World Health Organization (WHO).
- Croatian Association for Promotion of Midwifery – non-governmental association established with the purpose of protecting and promoting midwifery and parenting.

Moreover, mentors for nurses and mentors for midwives from Croatian public hospitals (4 clinic hospital centres – Zagreb, Rijeka, Split, Osijek), universities (Zagreb, Rijeka, Split, Osijek), schools (School for Nurses – Zagreb) and elderly care centres will be trained in the course of implementation of this project.

Ministry of Health will be responsible for the overall implementation of the project and coordination of the project stakeholders, while the practical aspects of stakeholders' coordination will be performed by the BC Project Leader. Steering Committee meetings will be regularly held during the project implementation and will include representatives of relevant institutions participating in the project.

This project is not expected to lead to the change of the institutional framework described above.

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

Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC (CRO NURSE)	Transition Facility Contribution	National Co-financing	<b>TOTAL</b>
Twinning Contract	95% 655.500,00 EUR	5% 34.500,00 EUR	690.000,00 EUR

*The total amounts of the Transition Facility 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 Transition Facility will be considered fulfilled according to the provision of the relevant Financing Decision.*

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.

## 6. Implementation Arrangements

### 6.1 Implementing Agency responsible for tendering, contracting and accounting:

Central Finance and Contracting Agency (CFCA)

Ulica grada Vukovara 284

10000 Zagreb, Croatia

Ms Nataša Mikuš Žigman, Director

Phone: +385 1 6042 400

Fax: +385 1 6042 598

E-mail: [procurement@safu.hr](mailto:procurement@safu.hr)

Twinning Administrative Office

Central Finance and Contracting Agency

Ulica grada Vukovara 284  
10000 Zagreb, Croatia  
Ms Nirvana Sokolovski, Twinning NCP  
Phone: +385 1 6042 400  
Fax: +385 1 6042 598  
E-mail: [twinning@safu.hr](mailto:twinning@safu.hr)

## 6.2 Main counterpart in the BC:

### Deputy Senior Programme Officer

Mr Željko Miličević  
Ministry of Health  
Ksaver 200a  
10 000 Zagreb, Croatia  
Phone: +385 1 459 6129  
Fax: +385 1 460 7691  
E-mail: [zeljko.milicevic@miz.hr](mailto:zeljko.milicevic@miz.hr)

### Project Leader Counterpart

Ms Dijana Cimera, Assistant Minister  
Ministry of Health  
Ksaver 200a  
10 000 Zagreb, Croatia

### RTA Counterpart

Ms Marija Kadović, Special Advisor to Minister for Nursing  
Assistant Director and Main Nurse of the Clinical Hospital Merkur  
Clinical Hospital Merkur  
Zajčeva 19  
10 000 Zagreb, Croatia

## 6.3 Contracts:

It is envisaged that the Project will be implemented thorough one Twinning contract with the maximum amount of 690.000,00 EUR.

## **7. Implementation Schedule (indicative)**

- 7.1 Launching of the call for proposals: 4Q 2015<sup>9</sup>
- 7.2 Start of project activities: 3Q 2016
- 7.3 Project completion: 3Q 2017
- 7.4 Duration of the execution period (number of months): 15 months; the execution period will end 3 months after the implementation period of the Action (work plan) which will take 12 months.

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<sup>9</sup> Member States submitting proposals for Twinning projects implemented in Croatia, as well as the beneficiary institutions, will be requested to finalise drafting of the contracts in maximum four months regardless of the period of the year during which the drafting will take place.

## **8. Sustainability**

The Twinning project will give all necessary analyses and recommendations for improvement of the educational programmes for nurses and midwives. New criteria for selection of mentors for nurses and midwives will be developed and mentors for nurses and midwives will be selected based on the developed criteria.

Based on the analyses of the current educational programmes for nurses and midwives as well as training needs analyses of nurses, midwives and their mentors, the educational plans, programmes and materials for mentors of nurses and midwives will be developed. These documents will be developed in a manner to enable mentors to provide future trainings for nurses and midwives.

Regional trainings of mentors for nurses and midwives will be conducted with the purpose to strengthen capacities of mentors who will upon the end of the project further disseminate the obtained knowledge. Moreover, the experts directly working with the MS Twinning partners during the Twinning project implementation will also obtain first-hand experience on the MS mentoring system and the best EU practices. After the trainings, evaluation of trainings will be conducted and evaluation report will be prepared with recommendations related to implementation of educational programmes. The project will contribute to improvement of the overall system of mentoring at the national level and increase of the quality of education established for nurses and midwives.

## **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.

## **10. Conditionality and sequencing**

Precondition:

The new Ordinance on Internship for Health Workers was adopted in 2011 (Official Gazzette – OG 2/11, 14/13) and thus, the precondition for implementation of this project was fulfilled.

Sequencing:

The overall project “Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC” is divided into two components (Twinning and Supply). The training activities envisaged under the Twinning component will be implemented after procurement of the equipment through the Supply component due to the fact that the above mentioned equipment is needed for conducting trainings.

## **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)

## Annex 1. Logical framework matrix in standard format

Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC (CRO NURSE)		<b>Programme name and number:</b> Transition Facility IPA/2013/24986 (Annex of C(2013) 8057 final)	
Ministry of Health		<b>Contracting period expires:</b> 3 years from the day on which the Commission notifies the Republic of Croatia that all of its internal procedures necessary for the adoption of this Decision have been fulfilled.	<b>Disbursement period expires:</b> 4 years following the expiration of the contracting deadline.
		<b>Total budget:</b>  690.000,00 EUR	<b>EU financing:</b> 655.500,00 EUR (95%)  <b>National co-financing:</b> 34.500,00 EUR (5%) <sup>10</sup>
<b>Overall objective</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	
The overall objective of the project is to improve the health system and health services in the Republic of Croatia.	<ul style="list-style-type: none"> <li>Increased number of educated nurses and midwives according to the new educational programme harmonised with Directive 2005/36/EC</li> </ul>	<ul style="list-style-type: none"> <li>Relevant EC reports</li> <li>Relevant national reports</li> <li>Ministry of Health reports, publications and statistics</li> <li>Ministry of Science, Education and Sport annual reports, publications and statistics</li> </ul>	
<b>Project purpose</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
The purpose of the project is to improve the quality of education of nurses and midwives by training their mentors and improving the mentoring system.	<ul style="list-style-type: none"> <li>The mentoring system for nurses and midwives at national level established</li> <li>Nurses and midwives on the national level are getting adequate theoretical and practical mentoring according to the</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Health reports, publications and statistics</li> <li>Ministry of Science, Education and Sport annual reports, publications and statistics</li> </ul>	<ul style="list-style-type: none"> <li>Adequate political support and sufficient institutional capacity for implementation of the operation</li> <li>Continues Governmental support to institutional capacity building and</li> </ul>

<sup>10</sup> The total amounts of the Transition Facility 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 Transition Facility will be considered fulfilled according to the provision of the relevant Financing Decision.



	Directive 2005/36/EC	<ul style="list-style-type: none"> <li>• Twinning project reports</li> <li>• Educational (training) plans, programmes and materials</li> <li>• Documentation produced under project (analysis reports, recommendations, training evaluation reports, etc.)</li> <li>• Lists of participants on trainings and study visits</li> <li>• Training certificates</li> <li>• Study visit reports</li> </ul>	<ul style="list-style-type: none"> <li>• support by the State budget</li> <li>• Adequate financial and human resources and adequate coordination between all relevant authorities</li> <li>• A clear line of decision making process and good cooperation and collaboration between all stakeholders in relation to recommendations produced under the project</li> <li>• Good horizontal collaboration among different institutions responsible for coordination, organization and implementation of the educational programmes for nurses and midwives</li> <li>• Stakeholders correctly identified and fully involved in the project implementation</li> <li>• Active participation of all stakeholders involved in the project implementation</li> <li>• Sufficient number of mentors willing to participate in the project activities</li> <li>• Timely implementation of the Supply component of the overall project</li> <li>• Sufficient capacities on the side of the Ministry of Health to coordinate project activities (strengthened Project Implementation Unit of the Ministry)</li> <li>• Appropriate working environment ensured by the Ministry of Health for the project team</li> </ul>
<b>Results</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Result 1: Educational plan and programme for mentors of nurses prepared	<ul style="list-style-type: none"> <li>• Mentors for nurses selected</li> <li>• Analysis of the current educational programmes for nurses conducted and analysis report with recommendations prepared</li> <li>• TNA analysis of nurses and mentors for nurses conducted and TNA report</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Health reports, publications and statistics</li> <li>• Ministry of Science, Education and Sport annual reports, publications and statistics</li> <li>• Twinning project reports</li> <li>• Educational (training) plans,</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate political support and sufficient institutional capacity for implementation of the operation</li> <li>• Continues Governmental support to institutional capacity building and support by the State budget</li> <li>• Adequate financial and human resources and adequate coordination</li> </ul>

<p>Result 2: Educational plan and programme for mentors of midwives prepared</p>	<p>prepared</p> <ul style="list-style-type: none"> <li>• Educational plan and programme, including educational materials for nurses prepared</li> <li>• Mentors for midwives selected</li> <li>• Analysis of the current educational programmes for midwives conducted and analysis report with recommendations prepared</li> <li>• TNA analysis of midwives and mentors for midwives conducted and TNA report prepared</li> <li>• Educational plan and programme, including educational materials for midwives prepared</li> </ul>	<p>programmes and materials</p> <ul style="list-style-type: none"> <li>• Documentation produced under project (analysis reports, recommendations, training evaluation reports, etc.)</li> <li>• Lists of participants on trainings and study visits</li> <li>• Training certificates</li> <li>• Study visit reports</li> </ul>	<p>between all relevant authorities</p> <ul style="list-style-type: none"> <li>• A clear line of decision making process and good cooperation and collaboration between all stakeholders in relation to recommendations produced under the project</li> <li>• Good horizontal collaboration among different institutions responsible for coordination, organization and implementation of the educational programmes for nurses and midwives</li> <li>• Stakeholders correctly identified and fully involved in the project implementation</li> <li>• Active participation of all stakeholders involved in the project implementation</li> <li>• Sufficient number of mentors willing to participate in the project activities</li> <li>• Timely implementation of the Supply component of the overall project</li> <li>• Sufficient capacities on the side of the Ministry of Health to coordinate project activities (strengthened Project Implementation Unit of the Ministry)</li> <li>• Appropriate working environment ensured by the Ministry of Health for the project team</li> </ul>
<p>Result 3: The mentoring system for nurses at national level improved</p>	<ul style="list-style-type: none"> <li>• Trainings for at least 80 mentors for nurses organized and conducted</li> <li>• Study visit for 10 experts conducted and study visit report prepared</li> <li>• Evaluation of the trainings conducted and evaluation report with recommendations related to implementation of educational programme prepared</li> <li>• The mentoring system for nurses at national level improved</li> </ul>		
<p>Result 4: The mentoring system for midwives at national level improved</p>	<ul style="list-style-type: none"> <li>• Trainings for at least 40 mentors for midwives organized and conducted</li> <li>• Study visit for 6 experts conducted and study visit report prepared</li> <li>• Evaluation of the trainings conducted and evaluation report with recommendations related to implementation of educational</li> </ul>		

	<p>programme prepared</p> <ul style="list-style-type: none"> <li>The mentoring system for midwives at national level improved</li> </ul>		
<b>Activities</b>	<b>Means</b>	<b>Specification of costs</b>	<b>Assumptions</b>
<p>1.1 Developing criteria for selection of mentors for nurses; selecting mentors for nurses based on the developed criteria</p> <p>1.2 Conducting analysis of the current educational programmes for nurses and preparing analysis report with recommendations</p> <p>1.3 Conducting TNA analysis of nurses and mentors for nurses and preparing TNA report</p> <p>1.4 Preparing educational plan and programme, including educational materials, for mentors of nurses through train-the-trainers system</p> <p>2.1 Developing criteria for selection of mentors for midwives; selecting mentors for midwives based on the developed criteria</p> <p>2.2 Conducting analysis of the current educational programmes for midwives and preparing analysis report with recommendations</p> <p>2.3 Conducting TNA analysis of midwives and mentors for midwives and preparing TNA report</p> <p>2.4 Preparing educational plan and programme, including educational materials, for mentors of midwives through train-the-trainers system</p> <p>3.1 Organizing and conducting regional trainings for at least 80 mentors for nurses in Zagreb, Split, Rijeka and Osijek</p> <p>3.2 Conducting one study visit for 10</p>	<p>Analysis</p> <p>Consultation</p> <p>Discussion</p> <p>Workshop</p> <p>Preparation of documentation</p> <p>Training</p> <p>Evaluation</p> <p>Study visit</p>	<p>Twinning contract</p> <p>690.000,00 EUR</p>	<p>In line with the assumptions specified for results.</p>

<p>experts working with MS Twinning partners on preparation of educational plan and programme for mentors of nurses and preparing study visit report</p> <p>3.3 Conducting evaluation of the trainings and preparing evaluation report with recommendations related to implementation of educational programme</p> <p>3.4 Improving the mentoring system for nurses at national level</p> <p>4.1 Organizing and conducting regional trainings for at least 40 mentors for midwives in Zagreb, Split, Rijeka and Osijek</p> <p>4.2 Conducting one study visit for 6 experts working with MS Twinning partners on preparation of educational plan and programme for mentors of midwives and preparing study visit report</p> <p>4.3 Conducting evaluation of the trainings and preparing evaluation report with recommendations related to implementation of educational programme</p> <p>4.4 Improving the mentoring system for midwives at national level</p>			
			<p><b>Preconditions:</b></p> <p>The new Ordinance on Internship for Health Workers was adopted in 2011 (Official Gazzette – OG 2/11, 14/13) and thus, the precondition for implementation of this project was fulfilled.</p>

## Annex 2. Detailed implementation chart

Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC (CRO NURSE)	2015		2016												2017										
	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	
Month																									
Twinning	T	T	T	T	C	C	C	C	C	C	A/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)**

Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC (CRO NURSE)	Cumulative contracting schedule by quarters in EUR (provisional)			
	2016			
	I	II	III	IV
Twining			690.000,00	
<b>TOTAL (EUR):</b>			<b>690.000,00</b>	

Education of mentors for nurses and midwives in Health System in Croatia and full implementation of the educational curriculums adjusted with Directive 2005/36/EC (CRO NURSE)	<b>2016</b>				<b>2017</b>			
	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>
Twining			538.536,59					151.463,41
<b>TOTAL (EUR):</b>			<b>538.536,59</b>					<b>690.000,00</b>