

STANDARD TWINNING LIGHT PROJECT FICHE

1. Basic Information

- 1.1 Publication notice reference:
- 1.2 Programme: IPA 2013 FFRAC
- 1.3 Twinning Number: HR 13 IB OT 01 TWL
- 1.4 Title: Support for setting up of the strategic planning system at the national level (CRO STRATEGY)
- 1.5 Sector: Public Administration Reform
- 1.6 Beneficiary country: Republic of Croatia

2. Objectives

2.1 Overall objective:

The overall objective of this project is to set up effective and efficient system of strategic planning at the national level. This will enable transparent and timely insight into the progress of achievement of strategic objectives, thus enabling policy makers to react promptly to changes of trends and conditions and equally important, allow for evidence based policy making.

2.2 Project purpose:

The project purpose is to provide the support for setting up of an effective and efficient institutional and legislative framework for strategic planning in the state administration in Croatia that consists of standardized practices for preparation of strategic documents, as well as for monitoring of their implementation, supported through an IT system.

2.3 Contribution to Accession Treaty/Relevant national documents:

Following the signature of **the Accession Treaty** on 9 December 2011 by 27 Member States and the Republic of Croatia and its ratification procedure in the Member States, Croatia joined the European Union (EU) on 1 July 2013. As one of the EU Member States, Croatia is obliged to follow the EU reporting obligations in the field of public administration reform.

Strengthening of national administration capacities in relation to strategic planning has also been identified in several EC documents addressed to Croatia, namely Position of the Commission Services on the development of Partnership Agreement and programmes in the Republic of Croatia for the period 2014-2020 (i.e. **Position paper**) and in the Council Recommendation on Croatia's 2014 National Reform Programme and delivering a Council opinion on Croatia's 2014 convergence programme (i.e. **Country Specific Recommendations**).

In the **Position paper** it is stated that "...challenges of the public administration are currently not addressed in a strategic and comprehensive manner...The structure of the Croatian public administration remains complex. Public administration at all levels is still not sufficiently effective,

transparent and accountable, and the risk of corruption is present.”

Furthermore, in the **Country Specific Recommendations** it is stated that “...the quality of public governance remains low, with weak coordination across different levels of government and little or over formalistic use of evidence-based policy-making and assessment...The experience of the implementation of the pre-accession funds points to deficiencies in terms of strategic planning and institutional capacity and weaknesses in project elaboration and follow-up.” It is necessary to “address the high level of fragmentation and overlapping responsibilities by streamlining administrative processes and by clarifying the decision-making and accountability framework across various levels of government and at central government level between ministries and agencies”. Moreover, it is necessary to “...improve administrative capacity and strategic planning of units entrusted with the management of European Structural and Investment Funds and provide them with adequate and stable staffing levels.”

The establishment of effective and efficient strategic planning system at the national level is one of the goals of the **Strategic Plan of Ministry of Regional Development and EU Funds for the period 2015-2017**. The objective of the medium-term period is to establish a quality and efficient strategic planning system, which includes: (i) the establishment of an adequate institutional and legislative framework for strategic planning in public administration based on the standardized approach and methods for preparation of strategic documents, (ii) monitoring the implementation of national strategies, and (iii) the establishment and development of specific mechanisms and instruments for the preparation and implementation of strategic initiatives aimed at promoting economic and social cohesion in Croatia as well as harmonizing its development within the EU.

Strategy of the Government Programmes for the period 2014-2016 highlights the importance of coordination and assistance in producing national strategic documents related to the use of European Structural and Investment (ESI) Funds (ESIF), participation in the European Semester, elaboration of methodology for preparing national and sectoral strategic documents, as well as their monitoring and evaluation, establishment and development of special mechanisms and instruments for preparation and implementation of strategic initiatives with the objective of promoting the strategic initiatives related to economic and social cohesion of the Republic of Croatia and harmonization of their development with the EU, and equally relating to the establishment and development of coordination and implementation of tracking system for EU projects. Therefore, outputs envisaged by the Strategy include a well-thought-out and adopted framework (including guidelines and methodology) for generating strategies and establishment and maintenance of a specific information system for preparation and implementation of national and sectoral strategic documents.

By providing support to the process of setting up an effective and efficient institutional and legislative framework for strategic planning in the public administration in Croatia, this Twinning light project will contribute positively to addressing some of the key challenges identified in the abovementioned documents, such as low quality of public governance, little or over formalistic use of evidence-based policy-making and assessment, as well as weak strategic planning capacity of units entrusted with the management of ESIF. Furthermore, the project will help to achieve the main national objectives as well as to strengthen efficiency and transparency in the management processes in the public administration and to build modern public administration.

3. Description

3.1 Background and justification:

Ministry of Regional Development and EU Funds (MRDEUF) is in charge of the preparation of multiannual and annual strategic and operational documents for the use of EU Funds and other

international sources of funding, as defined by the *Act on Organisation and Scope of Ministries and Other Central State Administration Bodies*. The Directorate for Strategic Planning, Coordination of EU Funds and International Programmes is responsible for the coordination and establishment of quality strategic planning system at the national level, which should contribute to the better coordination of economic policies. The Directorate is also responsible for setting up the methodology for strategy development, undertaking analytical work related to the assessment of impact of strategic documents on national policies implementation and strategic documentation quality control system, as stipulated in the *Regulation on the Internal Organization of the MRDEUF*. Currently, there is evident lack of capacities for dealing with the strategic planning, both in MRDEUF and other institutions.

Current institutional and legislative framework is not suitable enough for efficient drafting and monitoring of strategic documents. The only current existing strategic planning framework is developed in the context of budgetary planning process, coordinated by the Ministry of Finance. The ministries and other state administrative bodies issue their annual strategic plans for a three-year period together with the financial plans which contain budget activities for achieving strategic objectives, in accordance with the instructions stipulated by the Ministry of Finance in cooperation with MRDEUF. Furthermore, ministries submit their strategic plans to the Ministry of Finance no later than end of March of the current year. Strategic plans for the three-year period include: vision, strategic goals, ways of achieving these goals (planning acts, strategies and action plans), measures of assessment of the results and monitoring system for achieving the results (Budget Act, OG, 87/08, 136/12, 15/15). However, strategic plans do not represent a substitute for the existing strategic documents, they are meant to create links between the existing strategic documents and the budget. It is also evident that there is a clear lack of compliance between strategic and financial aspects of planning. For this reason it is of great importance to improve and enhance direct and functional links between those two areas.

It is important to emphasize that the quality strategic planning system is essential for the effective use of European Structural and Investment Funds (ESIF), as well as for efficient and timely implementation of activities of the EC European Semester, which is a unique instrument of surveillance and coordination of economic, fiscal and structural policies of the EU Member States. As mentioned, pursuant to the Budget Act there is the obligation of preparing the three-year strategic plans for ministries and other state administration bodies. With the latest legislative changes the process of the budget and strategic planning in Croatia is aligned with the cycle of the European Semester. As a full member state of the European Union, Croatia is obliged to issue two key documents on an annual basis - Convergence Programme and National Reform Programme. Thus, strategic plans have become the basis for drafting of those two documents. The National Reform Programme which is drafted by MRDEUF in cooperation with the line ministries responsible for individual structural reforms defines key reform measures for the upcoming year which arise from the strategic objectives established in the strategic plans. Although those activities clearly represent a step forward, further improvement of institutional and legislative framework is needed in order to establish efficient strategic planning system.

The lack of coordinated and efficient strategic planning system is even more important now, at the time when Croatia, as a full member state of the EU, is actively involved in the annual cycle of the European Semester which includes economic policy coordination and implies readiness and strong commitment to perform all the necessary reform measures. This also includes quality multi sectoral approach in policy planning which is necessary to perform those reform measures in the most effective way. Furthermore, the problem has become essential in the process of programming of the ESIF when the lack of strategic focus in existing documents or the absence of these documents made it difficult to provide a valid justification for investment interventions in different sectors as well as to plan integrated actions. Integrated actions represent joined and coordinated planning activities which

are an effective tool aimed to simplify and rationalize administrative procedures.

There are currently a large number of strategic documents that cover different sectors of the economy, as well as different implementation periods. The process of creating and developing individual sectoral strategic documents is carried out within the framework of the working groups. Strategic documents are made through a process of inputs, statements and consultations with line ministries and respective state administration bodies. The existing strategic documents are generally of modest quality. Moreover, they are drafted independently of each other and are not mutually compliant enough, especially the ones that cover complementary sectors. Another problem is the lack of integrated policy documents. Consequently, national strategic objectives are not sufficiently consistent among different documents. This situation makes it difficult to coordinate Government sectoral policies, as well as to ensure their compliance with EU strategies and policy initiatives.

Furthermore, strategic documents vary a lot in terms of their format and content which only emphasizes inconsistency in the system. This is a direct consequence of the lack of standardized procedure in the process of drafting strategic documents. It is not recommended or obligatory for every strategic document to have a corresponding action plan or to issue periodic implementation reports, which creates a gap between planning and implementation. The lack of efficient and transparent monitoring system for implementation of activities and achievement of objectives is also a reflection of the lack of results orientated approach in general. The target values of relevant indicators in most of the cases are not specified or are not a subject of discussion between broader group of stakeholders, experts or public. Therefore, the progress of achievement of strategic objectives is not transparent or always known at all, which makes it complicated for the Government as well as for the responsible institutions to consistently pursue its strategic goals and strategically manage different sectoral policies.

In addition, there is a lack of liability and accountability for fulfilment of strategic goals and objectives defined by the strategic documents; they often become irrelevant and “forgotten” in a medium-term period, and consequently a subject of abolishment. The easier solution to this problem often emerges in a form of the replacement of “old” strategic documents and the preparation of new ones, which indirectly reflects the overemphasized political dimension of the process and lack of a broad political consensus over strategic issues.

What makes strategic planning even more difficult is the absence of integrated source of information at the national level, in a form of an IT system or a database, which could provide an overview of all strategic documents, their objectives and status of their implementation, as well as status of the achieved results and their impacts. Without such a system, the strategic planning is hard to manage, it is difficult to accomplish alignment of different sectoral policies, implementation of various activities is hard to follow and the progress of achievement of objectives through relevant indicators cannot be effectively monitored.

Thus, it is necessary to identify general requirements for developing the new monitoring solution for strategic planning (IT system, database or web based application). The new monitoring solution should provide information on strategic documents in Croatia, their status of preparation, responsible institutions, as well as indicators for monitoring of implementation of strategic documents and achievement of their results. This Twinning light project will provide support for development and establishment of the new monitoring solution for strategic planning. Based on the recommendations prepared through this project, the new monitoring solution for strategic planning will be procured after the end of the project implementation.

Besides the above mentioned support related to the new monitoring solution, this Twinning light project will build institutional and administrative capacities, through recommendations on

institutional and legislative framework, development of procedures and implementation of trainings and study visit, that will contribute to development of an effective and efficient system of strategic planning and coordination process at the national level. The results achieved through this project will lead to quality institutional changes and raise the overall efficiency of the public administration in the scope of planning, preparation and implementation of various policy strategic documents.

3.2 Linked activities:

IPA TAIB 2008 “Support to the Management, Monitoring and Evaluation of the Structural Instruments in Croatia”

Overall objective of the project was to contribute to the effective implementation and management of EU Cohesion policy funds in Croatia, in line with EU requirements. The purpose of the project was to increase capacity for technically correct and effective financial management of funds, systematic and effective monitoring and evaluation of structural funds programmes and overall coordination of structural instruments implementation in Croatia. One aspect of the project was focused on horizontal issues such as structural funds coordination, financial management, monitoring and evaluation. The other aspect of the project tackled structural funds management issues in territorial (cross-border, interregional and transnational) cooperation. Project activities were implemented through 2 Service contracts and 2 Twinning contracts.

Service contracts established an integrated management information system (MIS) (the project was implemented in the period from May 2012 until June 2014) and performed ex-ante evaluation of programming documents for EU funds post-accession (the project was implemented from November 2011 until September 2012).

Twining contract (HR/2008/IB/SPP/01) “Assistance with the management of Objective 3 under Cohesion policy” increased capacity for technically correct and effective financial management of funds, systematic and effective monitoring and evaluation of structural funds in Croatia in the area of territorial (cross-border, interregional and transnational) cooperation. The project provided support to the Ministry of Regional Development and EU Funds (MRDEUF) and the Agency for Regional Development of the Republic of Croatia (ARD). The project was implemented from December 2011 until February 2014 with Italy and Poland as the MS Twinning partners.

Twining contract (HR/2008/IB/SPP/02) “Enhancement of capacity for effective management of EU Cohesion policy funds” increased capacity for overall coordination of the implementation of EU cohesion policy in Croatia, technically correct and effective financial management of funds, systematic and effective monitoring of structural funds programmes. The project supported the Ministry of Regional Development and EU Funds (MRDEUF), the Ministry of Finance (MFIN) as well as the future Managing Authorities (MAs) and Intermediate Bodies (IBs) in aspects related to financial management of EU funds. The project was implemented from August 2011 until November 2013 with Lithuania and Hungary as the MS Twinning partners.

The above mentioned projects provided support for increasing capacities for coordination and implementation of the EU Cohesion policy in Croatia, however there have been no EU projects or other national and international initiatives specifically related to establishment of the efficient strategic planning system at the national level which is the main aim of this Twinning light project.

3.3 Results:

Result 1: Recommendations on setting up the functional strategic planning system in Croatia prepared, including corresponding Action Plan.

Indicators of achievement:

- Analysis of the functionality of the current strategic planning system in Croatia conducted and analysis report prepared.¹
- Comparative overview with detailed analysis of successfully implemented strategic planning systems in at least 3 Member States, including conclusions on “good practice” prepared.
- 3 scenarios for setting up of the functional strategic planning system that are applicable to Croatia developed.
- Comprehensive recommendations on setting up the functional national strategic planning system prepared; recommendations should include legislative measures (e.g. proposal on draft act or other legal document), an overview of operating structure, working principles and procedures.
- Action Plan for establishing an effective and efficient institutional and legislative framework for strategic planning prepared.

Result 2: Methodology for preparation of strategic documents, action plans and implementation reports and for monitoring and evaluation of impacts of strategic documents developed.

Indicators of achievement:

- Guidelines setting out procedures for preparation of strategic documents, action plans and implementation reports (including their general content and format as well as definition of inputs and outputs in generic terms) developed.
- Guidelines setting out procedures for monitoring and evaluation of impacts of strategic documents developed.

Result 3: Recommendations on the format, structure and content of the new monitoring solution for strategic planning (IT system/database/web based application) and its establishment prepared.

Indicators of achievement:

- Analysis of the currently applied tools for monitoring of strategic documents (including monitoring of status of their preparation and monitoring of their implementation and achievement of results) conducted and analysis report prepared.
- General requirements for developing the new monitoring solution for strategic planning (IT system/database/web based application) identified; IT system/database/web based application should provide information on strategic documents in Croatia, their status of preparation, responsible institutions, relevant EU documents, indicators for monitoring of implementation of strategic documents, etc.
- Recommendations on the format, structure and content of the new monitoring solution for strategic planning (IT system/database/web based application) and its establishment prepared.

¹ Analysis should include the existing legal and institutional framework relevant for establishment of an effective and efficient strategic planning in Croatia, methodology for preparation of strategic documents, action plans and implementation reports as well as methodology for monitoring and evaluation of impacts of strategic documents.

Result 4: Capacity of MRDEUF employees for managing of the strategic planning system and capacity of stakeholders' employees for participating in the strategic planning system strengthened.

Indicators of achievement:

- Study visit in duration of 5 days for 5 MRDEUF employees in a Member State which has successfully implemented strategic planning system conducted in order to gain practical experience and share knowledge on strategic planning; study visit report prepared.
- Training needs analysis (TNA) for MRDEUF and stakeholders' employees, with correspondent TNA report prepared.
- Programme and materials for training of MRDEUF and stakeholders' employees on the implementation of the newly developed methodology, the assessment of compliance of strategic documents with the methodology, analysis of the impact on the national policies implementation as well as other topics relevant for strategic planning prepared.
- Training for 10 MRDEUF employees conducted.
- Training for 40 stakeholders' employees conducted.

3.4 Activities:

Member State 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
- Experience in the area of strategic planning in an EU Member State
- High ranking official
- Working level of English language
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5
- Computer literacy
- Experience in project management

Asset:

- Experience in developing multiannual development plan or strategy

Tasks of the Project Leader:

- Overall responsibility, coordination and direction of the MS partner inputs
- Organizing, supervising and coordinating implementation of the project in cooperation with the BC Project Leader
- Providing guidance in introducing the EU best practice in connection with strategic planning management and assuring compatibility with EU requirements
- Mobilization of the short-term experts
- Ensuring sound implementation of the project activities
- Networking with institutions relevant for this project in Croatia and in Member States
- Organization of study visit
- Support, organization and participation in Steering Committee Meetings
- Project reporting
- Ensuring backstopping and financial management of the project in the MS

3.5.2 Profile and tasks of the short-term experts

For each of the proposed experts in the submitted proposal the Member State 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 public administration
- Minimum 3 years of experience in the area of strategic planning in an EU Member State
- 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 preparation of strategic documents
- Experience in monitoring of implementation of strategic documents
- Experience in developing legislative or institutional framework related to strategic planning in public administration
- Experience in design or implementation of training programmes related to strategic planning
- Experience in preparation of functional specifications for development of monitoring solution related to strategic planning

Tasks of the Short-term expert 1:

- Conducting analysis of the functionality of the current strategic planning system in Croatia and preparing analysis report
- Preparing comparative overview with detailed analysis of successfully implemented strategic planning system in at least 3 Member States
- Developing 3 scenarios for strategic planning system in Croatia
- Preparing comprehensive recommendations on setting up a functional national strategic

planning system and corresponding Action plan for establishing an effective and efficient institutional and legislative framework for strategic planning

- Developing guidelines setting out procedures for preparation of strategic documents, action plans and implementation reports
- Developing guidelines setting out procedures for monitoring and evaluation of strategic documents
- Conducting of the analysis of the currently applied tools for monitoring of strategic documents and preparing analysis report
- Identification of general requirements for developing the new monitoring solution for strategic planning (IT system/database/web based application)
- Preparing recommendations on the format, structure and content of the new monitoring solution for strategic planning (IT system/database/web based application) and its establishment
- Conducting TNA, preparing TNA report, training programme and training materials
- Conducting trainings for MRDEUF and stakeholders' employees
- Participating in all relevant project activities in cooperation with the other short-term experts
- Close cooperation with Croatian experts in undertaking all activities

Note:

The pool of experts should include:

- At least one short-term expert who in addition to the respective profile requirements has experience in development of procedures related to strategic planning.
- At least one short-term expert who in addition to the respective profile requirements has experience in conducting trainings.
- At least one short-term expert who in addition to the respective profile requirements has experience in monitoring of preparation or implementation of strategic documents.

4. Institutional Framework

Ministry of Regional Development and EU Funds (MRDEUF) is in charge of the preparation of multiannual and annual strategic and operational documents for the use of EU Funds and other international sources of funding, as defined by the Act on Organisation and Scope of Ministries and Other Central State Administration Bodies (OG 150/11, 22/12, 39/13, 125/13, 148/13). As stipulated in the Regulation on the Internal Organization of the MRDEUF (OG 112/14), the Directorate for Strategic Planning, Coordination of EU Funds and International Programmes is responsible for the coordination and establishment of quality strategic planning system at the national level, which should contribute to the better coordination of economic policies as well as for monitoring and analytical assessment of those policies' effects on the macroeconomic aggregates. The Directorate is also responsible for setting up the methodology for strategy development and strategic documentation quality control system. This includes the analysis of the impact on the national policies implementation for the purposes of strategic planning, identification of deficiencies in planned and implementing policies, and the initiation to create new policies as well as preparing and proposing steps necessary to improve the strategic planning system at the national level, including the assessment of the strategic documents compliance. Furthermore, it is responsible for coordinating activities related to management of the EU programmes which are available to Croatia, cooperation with EU institutions, bodies and EU Member States within jurisdiction scope of the Ministry.

The main project beneficiary is the MRDEUF. More specifically, the project will directly involve the

Directorate for Strategic Planning, Coordination of EU Funds and International Programmes, Sector for Coordination of Economic Policies and International Programmes, Service for Coordination of Economic Policies and Procedures of Economic Governance. Currently, there are 41 employees within the Directorate, out of which 4 are directly involved in the activities of strategic planning system within the Service for Coordination of Economic Policies and Procedures of Economic Governance. Considering the ongoing open competition procedure for employment, it is expected that the Service will be soon further enhanced with new employees.

The Service for Coordination of Economic Policies and Procedures of Economic Governance is responsible primarily for defining the methodology for the preparation and evaluation of national and sectoral strategic documents, coordination of the preparation of national strategic documents related to Croatia's participation in the EU Cohesion policy and the European Semester, proposing and implementing measures related to the improvement of the strategic planning process at the national level. Moreover, it establishes, maintains and manages the information system for monitoring the preparation and implementation of sectoral policy documents.

Key project stakeholder is the Ministry of Finance, State Treasury (within the Sector for Budget Preparation and Financing of Local and Regional Self-government Units) with respect to their scope of activities covering budget preparation and consolidation as well as budget execution. Other project stakeholders are state administration bodies involved in the process of strategic planning (ministries, state offices, state administration organizations, etc.). Coordination of stakeholders during the project implementation will be the responsibility of the MRDEUF.

Results of the project will lead to a change of the institutional framework as described since achievement of Result 1 will provide basis for development of an effective and efficient system for strategic planning in the Republic of Croatia.

Two Steering Committee meetings will be held for the purpose of reviewing the progress made under the project as well as to discuss results achieved and/or problems occurred. The first Steering Committee meeting will be held during the third month of project activities implementation in order to discuss and comment the draft start-up report. The second Steering Committee meeting will be organised during the last month of the implementation period of the Action to discuss the draft final report.

It should be noted that the participation of the Member State Project Leader in Steering Committees meetings has to be combined with expert missions in case the Member State Project Leader is also a short-term expert in the Twinning light project. If the Member State Project Leader is not short-term expert in the Twinning light project then his visits to Croatia, (one visit every three months) as part of his overall task to ensure coordination and political steering of the project, should be organised at the same time as the two Steering Committee meetings of the project.

The exact participants of the Steering Committee meetings will be defined during the implementation of the project, but will at least include the following members:

- BC Project Leader
- MS Project Leader
- CFCA Project Manager
- MRDEUF Sector Manager

The beneficiary is committed to provide all necessary infrastructure such as office space and desktop computers with internet connection for experts, venue for holding seminars and workshops, and to ensure the necessary local staff/experts inputs.

5. Budget

Support for setting up of the strategic planning system at the national level (CRO STRATEGY)	IPA Community Contribution	National Co-financing	TOTAL
Twinning light contract	90% 225.000 EUR	10% 25.000 EUR	250.000,00 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 light 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.

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.

Provisions for visibility costs and expenditure verification costs should be included in the budget.

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

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

6.2 Main counterpart in the BC:

Senior Programme Officer (SPO):

Mr Tomislav Belovari, Head of Sector for EU Programmes

Ministry of Regional Development and EU Funds

Račkoga 6

10 000 Zagreb, Croatia

Phone: +385 1 4569 152

Fax: +385 1 4569 187

E-mail: tomislav.belovari@mrrfeu.hr

BC Project Leader:

Mr Jakša Puljiz, Deputy Minister
Ministry of Regional Development and EU Funds
Račkoga 6
10 000 Zagreb, Croatia

6.3 Contracts:

It is envisaged that the Project will be implemented through one Twinning light contract, with the maximum amount of 250.000,00 EUR.

6.4 Reporting:

The Start-up Report will cover first two months of the contract and will be submitted during the third month. The Start-up report should:

- Clearly define the aims and purpose of the aid provided by the project,
- Give detailed description of the content of particular parts of the project,
- Work out in detail the activities carried out and the results achieved,
- Work out in detail all modifications agreed with the beneficiary institution,
- Review difficulties met during the implementation of the project and measures that were undertaken for their removal,
- Provide all findings obtained in the meanwhile and preliminary conclusions, and
- Contain a general plan of activities for the implementation of the remained duration of the project.

The Final Report shall be submitted within three months upon the completion of the project activities and in any case within the legal duration of the project, and it should contain the following:

- Complete review of all activities carried out by MS experts during the implementation of the project,
- Achieved progress concerning each activity,
- Summary of all project results, with particular emphasis on mandatory results,
- Estimation of the project impact compared with the project aims and measures of the achieved progress,
- Identification of all important problems met during the implementation of the contract and solutions that have been applied,
- Lessons drawn from the project, and
- Recommendations for further steps in future projects.

The reports must be endorsed and countersigned by the beneficiary, who may make additional comments.

Reports shall be submitted to the Ministry of Regional Development and EU Funds, the Central Finance and Contracting Agency (CFCA) and the concerned service of the European Commission in a form of 2 hard copies and an electronic version. All reports should be written in English.

6.5 Language:

Working language is English.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals: 2Q 2015

7.2 Start of project activities: 4Q 2015

7.3 Project completion: 2Q 2016

7.4 Duration of the execution period (number of months): 9 months; the execution period will end 3 months after the implementation period of the Action (work plan) which will take 6 months.

8. Sustainability

Results of this project will contribute to development of an effective and efficient system of strategic planning and coordination process at the national level that will lead to quality institutional changes and raise the overall efficiency of the public administration in the scope of planning, preparation and implementation of various policy strategic documents. Recommendations on setting up the functional strategic planning system in Croatia and Action Plan will help to establish a functional and efficient national strategic planning system. Methodology for preparation of strategic documents, action plans and implementation reports and methodology for monitoring and evaluation that will be developed will remain in use and will further enhance the strategic planning system.

Recommendations on development of a functional monitoring solution (IT system/database/web based application) for an effective strategic planning system and its establishment will enable efficient long-term strategic planning and monitoring of the implementation of strategic documents within the framework of a functional IT system. Based on the above mentioned recommendations, a new IT system/database/web based application will be procured after the end of the project implementation.

Administrative capacities of MRDEUF employees for managing of strategic planning system and other institutions' employees for effective participation in the strategic planning system will be improved and their level of knowledge will be upgraded in the respective areas. Investment in knowledge and skills, acquired through trainings and study visit, will be used and shared in the future, as the dissemination of knowledge is one of the best ways to sustain the project results.

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

N/A

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format

Annex 1. Logical framework matrix in standard format

Support for setting up of the strategic planning system at the national level (CRO STRATEGY)		Programme name and number: IPA 2013 FFRAC	
Ministry of Regional Development and EU Funds (MRDEUF)		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: 250.000,00 EUR	IPA financing: 225.000 EUR (90%) National co-financing: 25.000 EUR (10%) ²
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
The overall objective of this project is to set up effective and efficient system of strategic planning at the national level. This will enable transparent and timely insight into the progress of achievement of strategic objectives, thus enabling policy makers to react promptly to changes of trends and conditions and equally important, allow for evidence based policy making.	<ul style="list-style-type: none"> • Institutional framework for strategic planning in place • National strategic documents prepared and monitored in line with the developed methodology 	<ul style="list-style-type: none"> • Relevant national reports on strategic planning • Publications and statistics of MRDEUF • Relevant EC reports 	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
The project purpose is to provide the support for setting up of an effective and efficient institutional and legislative framework for strategic planning in the state administration in Croatia that consists of standardized practices for preparation of strategic documents, as well as for	<ul style="list-style-type: none"> • Standardized practices for the preparation of strategic documents developed • Monitoring process for the implementation of strategic documents defined 	<ul style="list-style-type: none"> • Start-up and Final Twinning Light Report • Relevant documentation produced under the project (analysis reports, recommendations, guidelines, training programs, training 	<p>Full commitment of the parties involved and good cooperation among interrelated institutions and project teams</p> <p>Availability of BC experts to participate in trainings and other project activities</p>

² 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 light 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.

monitoring of their implementation, supported through an IT system.	<ul style="list-style-type: none"> • Institutional framework for strategic planning defined • Staff trained on strategic planning 	<ul style="list-style-type: none"> • materials, etc.) • Action Plan • List of participants at trainings and study visit • Training evaluation reports • Study visit report 	Efficient changes in relevant government policies
Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Result 1: Recommendations on setting up the functional strategic planning system in Croatia prepared, including corresponding Action Plan.</p> <p>Result 2: Methodology for preparation of strategic documents, action plans and implementation reports and for monitoring and evaluation of impacts of strategic documents developed.</p>	<ul style="list-style-type: none"> • Analysis of the functionality of the current strategic planning system in Croatia conducted and analysis report prepared. • Comparative overview with detailed analysis of successfully implemented strategic planning systems in at least 3 Member States, including conclusions on “good practice” prepared. • 3 scenarios for setting up of the functional strategic planning system that are applicable to Croatia developed. • Comprehensive recommendations on setting up the functional national strategic planning system prepared; recommendations should include legislative measures (e.g. proposal on draft act or other legal document), an overview of operating structure, working principles and procedures. • Action Plan for establishing an effective and efficient institutional and legislative framework for strategic planning prepared. • Guidelines setting out procedures for preparation of strategic documents, action plans and implementation reports (including their general content and format as well as definition of inputs and outputs in generic terms) developed. • Guidelines setting out procedures for 	<ul style="list-style-type: none"> • Start-up and Final Twinning Light Report • Relevant documentation produced under the project (analysis reports, recommendations, guidelines, training programs, training materials, etc.) • Action Plan • List of participants at trainings and study visit • Training evaluation reports • Study visit report 	<p>Full commitment of the parties involved and good cooperation among interrelated institutions and project teams</p> <p>Availability of BC experts to participate in trainings and other project activities</p>

<p>Result 3: Recommendations on the format, structure and content of the new monitoring solution for strategic planning (IT system/database/web based application) and its establishment prepared.</p>	<p>monitoring and evaluation of impacts of strategic documents developed.</p> <ul style="list-style-type: none"> • Analysis of the currently applied tools for monitoring of strategic documents (including monitoring of status of their preparation and monitoring of their implementation and achievement of results) conducted and analysis report prepared. • General requirements for developing the new monitoring solution for strategic planning (IT system/database/web based application) identified; IT system/database/web based application should provide information on strategic documents in Croatia, their status of preparation, responsible institutions, relevant EU documents, indicators for monitoring of implementation of strategic documents, etc. • Recommendations on the format, structure and content of the new monitoring solution for strategic planning (IT system/database/web based application) and its establishment prepared. 		
<p>Result 4: Capacity of MRDEUF employees for managing of the strategic planning system and capacity of stakeholders' employees for participating in the strategic planning system strengthened.</p>	<ul style="list-style-type: none"> • Study visit in duration of 5 days for 5 MRDEUF employees in a Member State which has successfully implemented strategic planning system conducted in order to gain practical experience and share knowledge on strategic planning; study visit report prepared. • Training needs analysis (TNA) for MRDEUF and stakeholders' employees, with correspondent TNA report prepared. • Programme and materials for training of MRDEUF and stakeholders' employees 		

	<p>on the implementation of the newly developed methodology, the assessment of compliance of strategic documents with the methodology, analysis of the impact on the national policies implementation as well as other topics relevant for strategic planning prepared.</p> <ul style="list-style-type: none"> • Training for 10 MRDEUF employees conducted. • Training for 40 stakeholders' employees conducted. 		
Activities	Means	Specification of costs	Assumptions
Activities to be implemented correspond to the activities developed in the selected MS proposal.	Analysis, discussions, consultations, workshops, preparation of documentation, trainings, study visit.	250.000,00 EUR	In line with the assumptions specified for results.
			Preconditions: N/A