

STANDARD TWINNING LIGHT PROJECT FICHE

"Further support for strengthening of EU and IPA related capacities of the SEA Training Centre"

LIST OF ABBREVIATIONS

BC	Beneficiary Country
BC PL	Beneficiary Country Project Leader
CFCD	Central Financing and Contracting Department
CV	Curriculum Vitae
EC	European Commission
EU	European Union
EUD	Delegation of European Union
IPA	Instrument for Pre-accession Assistance
IT	Information Technology
MS	Member State (of the European Union)
MS PL	Member State Project Leader
NIPAC	National IPA Coordinator
NPAA	National Programme for Adoption of Acquis
OS	Operational Structure
PAO	Programme Authorising Officer
PSC	Project Steering Committee
SEA	Secretariat for European Affairs
SEA TC	SEA Training Center
SPO	Senior Programme Officer
STE	Short Term Expert
TAIB	Transition Assistance and Institution Building
TNA	Training Needs Assessment
ToT	Training of Trainers

1. Basic information

1.1. Publication reference: EuropeAid/138098/ID/ACT/MK

1.2. Programme:

Instrument for Pre-Accession Assistance (IPA) – National Programme for 2012 under the IPA Transition Assistance and Institution Building Component (TAIB)

1.3. Twinning Number:

MK 12 IPA OT 02 16 TWL

1.4. Title:

"Further support for strengthening of EU and IPA related capacities of the SEA Training Centre"

1.5. Sector:

Support and other activities

Project Fiche 11: "Enhanced capacities for effective management and audit of EU funds"

1.6. Beneficiary country:

The Beneficiary Country¹

2. Objectives

2.1. Overall objective:

The overall objective of the project is to have effective and efficient SEA Training Center that would meet the demands of relevant stakeholders and significantly contribute towards capacity building of the civil servants engaged in the European integration process.

2.2. Project purpose:

The purpose of the project is to provide strengthening of the capacity of the SEA Training Center for better management and organisation of the processes related to the circle /diamond of learning (management and organisation of the pool of trainers, increased capacity of the staff involved in NPAA working, introducing new modules, delivery of training) in order to improve the capacity of the administrative servants working in the issue related to EU and IPA/EU Funds.

¹As per Financing Agreement concerning the National Programme Transition Assistance and Institution Building-TAIB 2012/2013 from the Instrument for Pre-Accession Assistance under the Transition Assistance and Institution Building Component-entered into force on 2 October 2013

To enhance the capacity of SEA TC to provide up-to-date capacity building activities by using its resources to the best possible level, and thus, significantly contribute towards the rapprochement of the country to the EU, future negotiations and better management and absorption capacity of both IPA 1 and IPA 2

2.3. Contribution to National Development Plan / Cooperation agreement / Association Agreement / Action Plan:

LINK WITH MIPD AND NATIONAL SECTOR STRATEGIES

Link with National Strategies

The project refers to the national strategic priorities identified with the Government Decree for determining the strategic priorities of the Government for 2012 which recognises priorities for sustainable economic growth and competitiveness, higher rate of employment, improvement of living standard and quality of life, as well as integration into NATO and the EU.

Programme of the Government for the period 2011-2015

Becoming an EU member is one of the main political priorities for the country. The Government stands firmly to the commitments for the rule of law, independence of the judiciary, market economy and interethnic tolerance, which are common national and European values and continues to be focused on adopting the EU legislation and its implementation, which is needed not only as a criterion for membership of the country in EU, but also for approximating the European standards and values in the direction of improving the lives of the citizens.

National Programme for Adoption of the Acquis for 2015

The objectives defined and established in the **National Programme for the Adoption of the Acquis** (NPAA) chapter 22 Regional Policy and Coordination of Structural Instruments and Chapter 3.32.2 – Protection of the EU financial interests for assuming the obligations from the EU membership where the importance of the establishment of transparent and accountable administrations is described. In the medium-term period, the Government aims to continue to build the institutional framework and to strengthen the administrative capacities as a preparation for the implementation of the Cohesion Policy of the European Union.

Link with MIPD 2011-2013

Having this in mind the indicators and priority objectives identified in the MIPD

- This project refers to the strategic objectives and choices for IPA assistance for supporting the institutional structures and administrative capacity in the areas of programming, project preparation, monitoring, evaluation and financial management and control, which need to be further improved.
- The project will contribute towards fulfilment of the MIPD indicator related to the completion of the process of conferral of management for DIS and improved contracting rates of IPA assistance;
- Enhance the capacities of the administration to implement EU pre-accession programmes;
- Accelerate the contracting rates of IPA assistance in comparison to the period 2009-2011.

The project is likewise linked with the following key strategies and action plans in the sector:

- Pre-Accession Economic Programme (2011-2013);
- Strategic Plan of the Ministry of Finance;
- Strategic Plan of the Secretariat for European Affairs;

- Development Strategy of the Audit Authority.

LINK WITH ACCESSION PARTNERSHIP (AP)/EUROPEAN PARTNERSHIP (EP)/STABILISATION AND ASSOCIATION AGREEMENT (SAA)/ANNUAL PROGRESS REPORT

The project objective is harmonised with the national strategic documents, and in this context, addresses the priorities established in the Accession Partnership, National Programme for adoption of Acquis (NPAA) and Progress report from 2015. In particular, the project is in compliance with the:

The country is moderately prepared in the area of regional policy and coordination of structural instruments. No progress can be reported. In the coming year, the country should focus on: → building the administrative and financing capacity needed for procuring and implementing EU funds properly and in timely fashion; → addressing shortcomings in the financial management, control and audit system. Implementation of sector-based programming is slow. All procurement-related processes, from identifying projects to evaluating tenders and contracting, still need major improvement. Efforts are needed to prepare programmes in timely fashion. Systematic follow-up is needed of monitoring and evaluation findings, recommendations, project and programme indicators, and the sustainability of results. Full use needs to be made of the management information system. EU funding needs to be made more visible.

The **Stabilisation and Association Agreement (SAA)** notes that the overall objectives of the EU assistance, in the form of institution-building and investment, shall contribute to the democratic, economic and institutional reforms, in line with the Stabilisation and Association process. In this respect, financial assistance may cover all areas of harmonisation of legislation and cooperation policies of the SAA, including Justice and Home Affairs.

The **Country Strategy Paper 2014-2020** of EU assistance to the Beneficiary Country which sets out the priorities for EU financial assistance for the period 2014-2020 to support the Country on its path to accession. It translates the political priorities as defined in the Enlargement Strategy, and the most recent Annual Progress Reports into key areas where financial assistance is most useful to meet the accession criteria. The Country Strategy Paper prescribed the overall design of pre-accession assistance to the country in view of the priorities of latest Enlargement Strategy 2013-14, the country's Progress Report, and in consideration of the Government's priorities and the IPA II assistance. Also key strategic priorities with indicative allocation per policy area and sector are prescribed.

Proposal for a Regulation of the European parliament and of the Council on the Instrument for Pre-accession Assistance (IPA II)

The new pre-accession instrument should continue to focus on delivering on the Enlargement Policy, which is one of the core priorities of EU External Action, thus helping to promote stability, security and prosperity in Europe. To that end, the new instrument should continue to pursue the general policy objective of supporting candidate countries and potential candidates in their preparations for EU membership and the progressive alignment of their institutions and economies with the standards and policies of the European Union, according to their specific needs and adapted to their individual enlargement agendas. In doing so, the coherence between the financial assistance and the overall progress made in the implementation of the pre-accession strategy should be strengthened.

In addition, future pre-accession assistance needs to be even more strategic, efficient and better targeted than has been the case so far, aiming for more sustainable results in improving the readiness of these countries for membership. The new instrument needs to operate more

flexibly and to leverage more funds from other donors or the private sector by using innovative financing instruments, while pursuing simplification and reduction of the administrative burden linked to managing the financial assistance.

3. Description

3.1. Background and justification

The SEA Training Center is one of the few institutions in the country that provides training for civil servants based on evidence for the needs of the largest reform process in the country: the European integration and future accession to the EU. The main domain of its work are the topics related to EU, EU policies and legislation, best practices, EU funds and capacity building activities for the purpose of rapprochement to the EU, its operation and practices.

In the summer of 2013, the SEA TC, as part of the SEA, has conducted an official registration of SEA for another type of function and service: providing training to adults in the domain of the type of non-formal education. Thus, with this widened scope of functions of SEA registered in the Central Registry, we have officialised the status of the SEA Training Centre and its operation, as an entity that provides training and other capacity building activities.

The SEA Training Center, along its plans for future operation, aspires to acquire, in line with our valid legislation, established practices and the lifelong learning strategy, specific accreditation and certification. As an entity that provides training and offers capacity building activities for the administration and wider scope of beneficiaries, SEA Training Centre can in line with the established procedure by the Ministry of Education and Science and the Center for adult education: i) verify programmes/modules that it develops, and ii) certify trainers that deliver these modules². The SEA TC needs to conduct preparatory activities for these types of certification, and for this particular purpose it proposes with this project to facilitate the process of preparation.

With the proposed activities and results, i.e. this project proposal, we envisage to step-up the consolidation of the SEA TC and the training structure, by linking the past projects to the present needs, by addressing the new needs and by introducing a model of management that would overcome the current situation and avoid the issues and lack of sustainability from the past.

3.1.1. Institutional frame

In the period July-December 2009, the national authorities received accreditation for decentralised implementation of IPA Components III, IV and V. In December 2010, the country received the conferral of management powers for decentralised implementation of Component I-Transition Assistance and Institution Building. Component V – Rural Development is the only IPA Component implemented in a decentralised manner without ex-ante controls. IPA Component II – CBC is the only component to be implemented in a centralised manner. In December 2014 the Commission entrusted budget implementation tasks for the part of the 2014 Programme.

² <http://cov.gov.mk/%D0%B7%D0%B0%D0%BA%D0%BE%D0%BD%D1%81%D0%BA%D0%B0-%D1%80%D0%B0%D0%BC%D0%BA%D0%B0/>

The SEA Training Centre was established in June 2011, as an integral organisational unit within SEA, in particular, within NIPAC Office. The SEA TC is specialised and has the mandate to provide trainings in EU related matters, pertinent to the European integration process, trainings regarding EU Regulations, EU Policy Principles, as well as on the IPA Regulation and in Structural and Cohesion Funds.

The SEA TC manages a group of 23 in-house IPA trainers from the OS, trained, experienced and able to deliver training, cascade knowledge and positive practice to members of the OS, of various ministries, municipalities and other public bodies directly working with IPA. This group of trainers was created through an EU funded project on Establishing the IPA Training Facility (Technical Assistance for the IPA Training and Support Facility, IPA TAIB 2007). The fundamental aim of the project, of the pool of trainers and of the existence and operation of the SEA TC is to pass on and build sufficient knowledge with the respective parties to develop, prepare, implement, supervise, monitor and evaluate projects and ensure appropriate analysis and reporting on the projects, in conformity with the principles of EU's sound financial management, effective control, transparency and good governance.

SEA TC has taken over function of training of the OS from the CFCD in the summer of 2012. Since then, in line with the NIPAC Manual, the Center has conducted the annual TNA for 2013, 2014, 2015, and currently finalising the 2016 one, encompassing members of the IPA OS and had produced a report with the findings as well as a development plan. The TNA exercise defines 15-20 most demanded topics for the OS. SEA TC every calendar year undertakes steps to deliver training for these most demanded topics, like the induction package for the IPA OS, The generic training on IPA, PRAG, Twinning, Irregularity and Fraud, and Programming and Strategic Planning.

According to the Progress Report - in the area of administrative capacity, training and the provision of technical assistance to strengthen all the institutions involved in implementing the IPA has continued. Weak capacity has resulted in slow tendering and low contracting rates for IPA since management powers were granted. There is an urgent need to further strengthen the project management capacity of the relevant institutions to ensure effective and efficient management of EU funds. Weak capacities and coordination endanger full utilisation of IPA environmental funds. An effective staff retention policy is needed. Preparations in this area have commenced in the past two years with the production of the Lessons Learnt paper and benchmarks that were set with it. In the area of programming and monitoring and evaluation, it was noted that the capacity of the national authorities in this area should be strengthened.

SEA TC has initiated the active cooperation with the Ministry of Local Self-government and the Plan regions and in December. In 2016 SEA TC shall conduct a TNA for all local self-governments for the primary purpose of establishing the needs and addressing them in line with the National Action Plan integrative sustainable development at local level in cooperation with the ministry, other stakeholders and the donor community.

Having in mind the mandate and Strategy for EU training of civil Servants (2000), as well as the long-awaited establishment of the SEA Training Centre, reviving, training and enabling such a group of trainers is an imminent task before the SEA Training Centre. The knowledge

currently in demand at all levels of administration regarding the EU is in a new frame, reflecting the provisions of the Lisbon Treaty and the Europe 2020, (SEE 2020) National Economic Reform Programme (NERP), IPA II Sectoral Strategies, the new approach of the EC regarding Chapters 23 and 24, including the Charter of Fundamental Rights of the EU, as well as new knowledge and skill implied by the new technologies the ever present globalisation and the need to align and pick up the pace of rapprochement.

The activities entailed in this proposal shall be providing continuity regarding capacity building and sustainability of the SEA TC and the pools of trainers it manages. In specific terms, it shall be aimed at strengthening SEA TC's existing basic capability in respect to capacities, skills and tools, by creating, coordinating and managing sufficiently trained pool of trainers from the administration both in IPA and EU matters, in order to be able to transfer and produce knowledge for the administration along specific standards and principles, by introducing up-to-date knowledge, practices and skills as well as introducing new methodologies and novel ways in building capacity of the administration.

Having in mind that the skills that SEA possesses as an institution and as coordinator, in this regard are not entirely missing, it is foreseen that SEA should additionally reinforce, retrain its knowledge and practical skills in this regard. This shall be achieved through a dedicated training and on-the-job support, to build-up a sustainable and efficient training structure and to be able to pass on the knowledge and skills, as well as to acquire new skills needed for the process. In this regard, it is foreseen that the technical support for implementing series of capacity building activities for the need of the IPA, HLAD and in overall terms, the European integration process, by also including new, contemporary topics and modules shall directly affect and enhance the general environment regarding European integration and for the implementation of IPA, with particular accent on renewing, refreshing and strengthening the capacity and role of the SEA TC and various pools of trainers it manages. This shall eventually lead to and shall be reflected in the raised awareness and corpus of knowledge about EU and shall result increased number of informed potential beneficiaries and the quality of project content produced in the country in the subsequent period.

In the light of the new IPA II for the period 2014-2020, it is considered prudent to have the appropriate support that will cover activities referring to the assessment of its impact on the absorption capacity, strengthening the capacity of IPA OS and of the respective institutions and bodies, as well as on the institution-programme set up and implementation through a variety of capacity building measures.

The activities related to the above goal, will be aimed at strengthening SEA's existing capacities in this regard - so as to enable it to have the necessary knowledge, skills, tools, as well as having sufficiently trained and properly appointed staff to fruitfully facilitate the programming and monitoring and evaluation for the European funds, as well as all other stakeholders in this process. Needless to say, most of the activities are addressing the capacity building and strengthening of the role of the SEA TC and its full and sustainable operation in delivery of trainings.

3.1.2 Current State of Play

The membership of the Beneficiary Country in the EU is a strategic priority of the Government, unconditionally supported by all national stakeholders, including the citizens. The public support for the EU integration has been constantly high and is mainly due to the belief that this process would significantly contribute to the enhancement of the democratic processes and especially improvement of the economic situation in the country. The institutions and other stakeholders in particular the IPA OS and the NPAA structure are in continuous need of a sustainable and reliable system of delivery of capacity building activities, and evidence based approach to assist end proper prioritisation of the areas in need.

SEA Training Center is a part of the Secretariat for European Affairs, i.e. it is an organization Unit within the Sector for Coordination of European Funds and other donor assistance, SEA TC is a part of accredited NIPAC Secretariat. It operates under the auspices of the Deputy Prime-Minister for European Affairs. The Secretariat for European Affairs has 98 employees, of which 20 in the NIPAC Office. Out of them, three (3) are employed at the SEA Training Center.

SEA Training Center is officially formed and opened in June 2011, and staffed in February 2012. The SEA Training Center works on capacity building in the process of rapprochement and future accession to the EU, improvement of the understanding and awareness of the EU and EU membership, its policies, jurisprudence, its operation, institutions and instruments. The key role of the SEA training Center in the utilisation of EU funds lies in the capacity building role related to IPA and EU funds in general. The SEA TC provides: EU related training, EU funds related training, training and capacity building in skills necessary for the process of European integration, and other related activities. The target groups encompassed in these activities range from the civil service at central level, local self-government and their stakeholders, to youth, media, NGOs, economic operators, and academic institutions.

SEA Training Center prepares and conducts TNAs, for different parts of the EU structure in the country, does analysis of the gathered data, creates plan, and manages databases related to training, trainers, and recipients of the training. It also has a library, computer laboratory, and other IT equipment necessary for performance of its role and premises (training facilities and offices), that are currently being renovated.

In the period after the IPATSF project, the lack of continuity provided through a follow-up project for the support of the SEA TC, the SEA TC staff and above all, to the pool of IPA trainers, had directly reflected and affected the capacity of the Centre to deliver trainings. The conducted TNA for 2013, 2014 and 2015 has helped the SEA TC to a great extent to orientate in respect to the needs of the IPA OS. However, the lack of capacity of the majority of the trainers to deliver trainings beyond the IPA generic ones, the lack of specific modules related to the most demanded topics, the unavailability of greater part of the trainers to deliver training, and above all, the lack of legal definition and solution for the trainers coming from the administration, resulted in a very sparse delivery of trainings. Most of the trainings and capacity building events delivered in the past three years were conducted with support of bilateral donors.

The status of trainers in the administration is still unresolved and is the greatest impediment for the involvement of expert staff in delivery of trainings related to the EU Affairs or EU Funds, since the real and practical expertise is with the administration that on daily basis works on these topics. The fact that the delivery of training for issues that are particularly related to European affairs including European funds is still heavily the dependant on the will and voluntary bona fide engagement of civil servants on ad hoc basis, and the lack of funds in the administration to address some of the topics and gaps with expertise with

engagement of experts from the market, affects to great and highly significant extent the systematic planning and implementation of training programmes and plans. The issue has been raised at the level of the Government, and is being reported in the information “Action Plan for overcoming/mitigation the findings of the Lessons Learnt (in respect to management of IPA)”. In line with the adopted conclusions and obligations at government level, the Secretariat for European Affairs and the Ministry of Information Society and Administration are working on a plausible solution for definition of this activity within the legal ground provided by the new Law on Administrative Workers and the introduction of the Competence Framework (in application since February 2015), involving the recruitment, training/retraining of trainers, delivery of training, evaluation and remuneration/reward. In addition, the current Twinning project “Further Strengthening of the Organisational and Institutional Capacities of the EU Integration process” provides assistance and support in designing a framework for involvement of the civil servants as trainers along the best practices of the MS. The solution of the status of the trainers shall to a highly significant extent facilitate the process of better realistic planning of trainings and capacity building activities on annual basis at central, as well as at local level, and implementation of the same in a reliable and sustainable manner.

With this project we look forward to recreation and broadening our pool of trainers and updating and creation of new topical modules that would enable us to meet the planned activities and speed up and even spread the capacity building process, by being able to sustainably plan trainings and related activities with a steady pace. As for the Center, we look forward to improvement of our operation and providing a foreseeable roadmap of development with the on-the-job and other kind of capacity building activities and with the production of the needed papers and documents, and our preparation for accreditation (verification and certification). In a nut-shell, we expect that the impact and the products of this project shall contribute to a significant extent to a better professional operation of the Center, stabilising its status, introducing model of providing training by civil servants at level of high standard of expertise, thus making a significant progress in the motivation, professional knowledge, capacity building and essentially in retention of institutional memory and staff in the European affairs structure and in particular in the European funds structure in the country.

On the other hand, the need to address the demand stemming from the High level Accession Dialogue (HLAD) and capacity of the so called EU structure in the administration, primarily consisting of members of the NPAA and members of the Sectors for European integration in all line ministries, is more than evident and in need to be addressed .

The mentioned trainings under the IPATSF and related EU funded projects have delivered a core, basic knowledge among most of the current staff in the NIPAC Office, providing a solid base upon which a more advanced education/coaching should be implemented, so as to enable SEA to have a sufficient and proper capacity to sustainably further the goals of the National ICS.

The modules developed under the IPATSF project, both ToT and training, are as follows:

- ToT Principles and Basic EU Policies
- ToT Project Preparation and Implementation
- Advanced Training on Key Areas (Tender contract management for OS, State Aid, Financial management of OS, Cost-Benefit Analysis, Environmental Impact Assessment, Internal Control and Internal Audit on EU Funds, and Verification and Validation of Expenditure and Irregularities)

- Trainings in Regional Development, Human Resource Development and Programme Monitoring and Evaluation (in terms of strategic planning, development of programmes and implementation)

The modules developed under the IPA 2008 TA for support to the operating structures for implementing the operational programmes, both ToT and training, are as follows:

- ToT on monitoring, advanced and beginners level
- ToT on evaluation, advanced and beginners level
- Training on FIDIC standards
- Training on management information systems
- Training on Logical Framework

3.2. Linked activities

EU Funded Projects

1. **Title:** Capacity building support for decentralised management of EU funds

Project funded by: EU Programmes – CARDS 2006

Duration: 15.10.2005 – 31.01.2006

Description: Support for the development of Decentralised system for management of the IPA Components I, II, III and IV (DIS)

2. **Title:** TEMPUS project 2003-2006

Project funded by: EU Programmes – TEMPUS

Duration: 2003-2006

Description: In the past, SEA was the implementing party of a TEMPUS in the period 2003 through to the end of 2006, entitled “Establishing of European Integration Training Centre”, the leading partner of which was College of Europe – Bruges, with the University of Limerick, Economic Faculty and Law Faculty of the University St. Cyril and Methodius – Skopje, and the Economic Faculty of the University St. Kliment in Prilep. One of the outputs of this project was the creation of pool of EU trainers from the administration, managed as an in-house training service, adequately trained and skilled to deliver trainings in EU affairs, policies, methodologies and skills. The most prominent part of the group of up to 20 trainers was based at SEA and continued delivering trainings until early 2009. Due to turnover of staff and other aspects of the operation of SEA, this pool of trainers dissipated and stopped operating.

3. **Title:** 2007 IPA (TAIB) TA for the creation of IPA Training and Support Facility

Project funded by: IPA

Duration: The project was successfully completed in June 2012;

Description: The purpose of the project is to establish a body within SEA, specialised in trainings regarding EU Regulations, EU Policy Principles in general, and, more specifically, in the IPA Regulation and in Structural and Cohesion Funds. The fundamental aim of the IPATSF project, of the pool of trainers and of the existence and operation of the SEA TC is to pass on and build sufficient knowledge with the respective parties to develop, prepare, implement, supervise, monitor and evaluate projects and ensure appropriate analysis and reporting on the projects, in conformity with the principles of EU’s sound financial management, effective

control, transparency and good governance.

4. **Title:** IPA 2008 TA for support to the operating structures for implementing the operational programmes

Project funded by: IPA

Duration: 22.04.2011-22.02.2013

Description: TA for support to the operating structures for implementing the operational programmes. Strengthened the capacities of CFCD and NIPAC office, mainly in the domain of monitoring and evaluation.

5. **Title:** 2009 Country Programme interim evaluation of EU pre-accession assistance

Project funded by: IPA

Duration: The project was successfully completed in December 2014.

Description: The primary objective of this CPiE is to assist the stakeholders at the IPA TAIB Sectoral Monitoring Committee/CARDS JMC (next meeting scheduled for the end of 2010) for decision making with a view to improving the implementation of current programmes and the design of future assistance in order to enhance the relevance, efficiency, effectiveness, impact and sustainability of assistance;

6. **Title:** Supply contract: Establishment of a Management Information System (MIS).

Project funded by: IPA

Duration: 21 months

Description: All the phases according to the Project Plan were finalised. The provisional acceptance of the MIS was done in January 2011. The final acceptance is done as well;

7. **Title:** **Twinning project ‘Further strengthening of the organisational and institutional capacities for the EU integration process,**

Project funded by: IPA TAIB 2010

Duration: January 2015-October 2016

Description: The overall objective to further support the negotiation structures at national level to efficiently and successfully run the EU accession negotiations, where SEA TC shall be directly involved in the capacity building activities, where one of the activities is targeting the SEA TC. In particular a very significant measure is being undertaken for defining and applying the EU Competencies Framework, in the light of the implementation of the General Framework of Competencies under the new Law of Administrative Servants. EU competencies are treated as special kind of competencies, which should be developed for the description of each job/post which is identified and dedicated/allocated to the NPAA structure, IPA OS and or EU Sectors in line ministries and their bodies. The project has developed the model of EU competencies and guidelines for introduction and defining EU competencies, as a novel practice in the operation of administration, thus assisting in a more professional performance at the work place from the moment of recruitment, then to promotion, reassignment, training and etc. The EU competencies was a long time required feature of the EU/EI part of the administration, and also is a basis for most part of the listed activities and results in this proposal.

Apart from the above stated EU supported projects, other, dominantly bilateral donors had channelled its support through the SEATC (IPATSF). The French Embassy in the Beneficiary Country, a part of the 2012 European Cooperation Program of DATAR and ADETEF. The partnership is focused on specific communication training sessions, in support of

implementation of the IPA Communication and Visibility Action Plan, negotiations techniques and other needs of the HLAD, as well as topic related to utilisation of EU funds and the CBC. Also, a portion of this cooperation was dedicated to capacity building activities of the SEA TC.

Under the title ‘Sustainable EU learning and training system’ are based three consecutive projects supported by the Kingdom of Norway with two main axis, one of them being rehabilitation of the premises of the SEA Training Centre, equipping and putting of the same in operation. The second one is focused on building the capacity at central and regional level on specific select topics of Chapters of the Acquis.

The SEA TC is a focal point for the MATRA Pre-Accession Training Programme (MATRA PATROL) - Strengthening Institutional capacity in the rule of law - during the period 2012 – 2016. The Training Centre in cooperation with the Embassy of the Kingdom of the Netherlands is coordinating and supporting MATRA PATROL Training Programme for the civil servants. The programme aims to stimulate, support and contribute to the efficient implementation of the EU Acquis in the area of ‘rule of law’ and to strengthen relations between the Netherlands and the target countries by sharing the necessary knowledge and skills with policy advisers, members of the judiciary and other civil servants.

Another significant donor in the period 2014-2016 is the GIZ and the project for support of SEA and its functions. Large portion of the activities of the project were related to capacity building activities for the IPA OS and the NPAA structure, in particular, to HLAD related activities, channelled mainly through SEA TC, and significant support for the SEA TC with equipment and stationary.

3.3. Results:

The project is structured in 3(three) components:

Component 1: Strengthened capacities of IPA and EU trainers

Results to be achieved:

1.1. ToT Modules designed on the following topics:

- EU Contracting Procedures (PRAG), (one curriculum)
- Strategic Planning and Programming (two curricula)
- Select EU policies and principles (five curricula)

1.2. ToT Modules revised and updated on the topics of:

- EU funds(IPAI and IPA II) (one curriculum)
- Project Preparation and Implementation (two curricula)
- Project monitoring and evaluation (two curricula)

Measurable indicators for component 1:

- Identified topics from the conducted 2016 Training Needs Assessment
- ToT module on i) EU Contracting Procedures (PRAG) created

- ToT module on Strategic Planning and Programming created (i) *strategic planning, and ii) programming,*)
- ToT module on EU Policies and principles created (i) *Regional Development, ii) Public Health, iii) Transport, iv) Financial Management at local level and v) Environment)*
- ToT module on i) EU Funds (IPA I and IPA II) revised
- ToT module on Project Preparation revised (i) *Drafting EU funds related documents Project fiche, ToR, reporting, etc.; and ii) Tendering and Contracting (services, grants, works and supplies)*)
- ToT module on Project monitoring and evaluation revised (i) *Monitoring, and ii) Evaluation)*

Component 2: Strengthening the capacities of SEA, IPA and NPAA structures

Results to be achieved:

- 2.1. Established pool of trainers from relevant ministries and from the IPA OS in areas related to EU funds and EU policies;
- 2.2. Strengthened capacities of members of IPA OS on specific topics;
- 2.3. Strengthened capacities in EU policies in the 8 Planning Regions (countrywide);
- 2.4. Strengthened capacities in topics arising as emerging needs for the IPA OS

NB: Activity 2.1 through to 2.4 shall be delivered by the MS experts. In activity 2.3. at local level, involvement of the trained trainers (civil servants) shall be obligatory in the delivery of the trainings along the involvement of the experts.

Measurable indicators for component 2:

- approximately 12 ToTs on EU funds and EU policies delivered;
- approximately 40 trainers trained, coming from relevant ministries and bodies, and from the IPA Operating structure, respectively;
- approximately 3 training sessions for the members of IPA OS on specific topics delivered;
- approximately 60 IPA OS members and involved administrative servants trained;
- approximately 8 trainings on EU policies delivered countrywide (at local level) in 8 plan regions;
- number of local level stakeholders trained;
- approximately 3 trainings delivered related to the topics arising as emerging needs for the IPA OS in the framework of this contract;
- approximately 30 members of IPA OS trained.

Component 3: Preparation for national accreditation of SEA Training Center

Component 3 shall focus on preparatory activities to be undertaken for the purpose of verification of programmes/modules for training developed under SEA Training Center and future certification of trainers in accordance with the established rules and procedures by the Center for Adult Education and the Ministry of Education and Science. The preparatory activities entail steps and activities in terms of considering of best practices management of EU training, reviewing of existing documents, acts and practices and creation of new documentation, acts and procedures for the purpose of improvement of the operation of the

SEA Training Center, as well as preparation for so-called accreditation, i.e. the process of verification of modules and certification of trainers

Results to be achieved:

- 3.1. Conducted comparative analysis of similar and related experience in managing and organising EU trainings and EU funds related training;
- 3.2. Existing procedures reviewed and needed documents for accreditation of the Centre (verification of ToT modules and certification of trainers) prepared;
- 3.3. Strengthened capacities of SEA TC Staff, with support and assistance of the project in preparation for verification of the created ToT modules in EU policies and EU funds;
- 3.4. Promoted and awareness raised among partners and stakeholders (central and local administration, civil society, educational institutions, youth organisations, trainers and traditional partners) of the mandate, and function of the SEA Training Center and the pool of trainers;
- 3.5. Established and enhanced networking and/or cooperation of the SEA Training Center with relevant bilateral or European networks, alliances and standing groups (ReSPA, regional cooperation programmes, networks, centers, etc.)

Measurable indicators for Component 3:

- Produced comparative analysis with recommendations;
- Policy paper on capacity building of SEA Training Center prepared in terms of its operation, management of training and trainers, with proposed solutions and options;
- Written recommendations for improved planning and organisation of the work of the SEA Training center;
- Created rulebooks, acts, and applied procedures for accreditation of SEA Training Center (verification of modules and certification of trainers);
- Approximately 4 (four) trained and prepared SEA Training Center staff in line with the requirements of the process of verification of the programmes/modules and certification of trainers;
- 1 (one) conference organised with participation by approximately 50 members of central and local administration, Plan Regions, NGOs, youth organisation, trainers and traditional partners and donors, as well as SEA Training Center pool of trainers 4 (four) visibility events organised in different Plan Regions, for members of the wider public from municipalities belonging to the particular region, with approximately 30-50 participants each;
- Cooperation established within at least one European network, alliance and/or standing group (such as ReSPA, regional cooperation programmes, networks, centers, etc.).

3.4. Activities

Component 1: Strengthened capacities of the IPA trainers (new Train of Trainer (ToT) modules produced on specific topics, in the light of the identified needs in TNA, as well as recommendations from the comparative analysis, including review of the existing modules from previous EU funded projects)

- Creation of ToT module for EU Contracting Procedures (PRAG), (one curriculum));
- Creation of ToT module for Strategic Planning and Programming (two curricula) in Strategic Planning and in Programming;

- Creation of ToT module for EU policies and principles (five curricula) in Regional Development, Public Health, Transport, Financial Management at local level and Environment;
- Revision of ToT module on EU funds (IPA I and IPA II) – one curricula;
- Revision of ToT module on Project Preparation and Implementation (two curricula) - (i) Drafting EU funds related documents Project fiche, ToR, reporting, etc.; and ii) Tendering and Contracting (services, grants, works and supplies));
- Revision of ToT module on Project monitoring and evaluation (two curricula) - (i) Monitoring, and ii) Evaluation).

Component 2: Strengthening the capacities of SEA, IPA and NPAA structures

- Preparation, organisation and delivery of approximately 12 ToT sessions on EU funds and EU policies;
- Preparation, organisation and delivery approximately 3 training sessions for the members of IPA OS on specific policies/topics, including preparation of accompanying material;
- Preparation, organisation and delivery of approximately 8 EU policies trainings countrywide (at local level), including preparation of accompanying material;
- Preparation, organisation and delivery of approximately 3 trainings related to the topics arising as emerging needs for the IPA OS in the framework of this contract including preparation of accompanying material.

Component 3: Preparation for national accreditation of SEA Training Center

- Preparation of analysis of domestic training set-up (desk work, research, consultations, surveys, etc.);
- Preparation of comparative analysis of similar and related experience in managing and organising EU trainings and EU funds related training;
- Production of policy paper to be adopted by the Government;
- Production of needed documents for accreditation (verification of modules and certification of trainers) of the SEA Training Center;
- Production of needed documents for verification of the ToT modules delivered through the SEA TC;
- Conduct the technical study visit to a homolog institution abroad for 10 (ten) members of SEA Training Center (5) and select members of SEA (5). The main purpose of the study visit shall be exchange of knowledge, lessons learnt and best practices, as well as learning of novel modalities and new IT advancements in the domain of training (including the manner of certification);
- Organizing 1(one) conference on a topic related to the function of capacity building with approximately 50 members of central and local administration, Plan Regions, NGOs, youth organisation, trainers and traditional partners and donors, as well as SEA Training Center pool of trainers and
- Organizing 4 (four) visibility events on presentation of SEA, SEA TC and the pool of trainers, organised in different Plan Regions, for members of the wider public from municipalities belonging to the particular region, with 30-50 participants each;
- Support in establishing links, cooperation and networking pertinent to the function of the SEA TC.

3.5. Means / Input from the MS Partner Administration

The project will be implemented in the form of a Twinning Light contract between the beneficiary country and a EU Member State and it shall provide exchange of experience and know – how with a MS Institution with good practice in the stated project activities. The Twinning Partner shall provide an adequate team of experts – one MS Project Leader, responsible for overall coordination of project activities and a pool of Short-term Experts (STEs) with suitable knowledge to carry out the activities described.

The interested MS Partner Institution shall include in its proposal the CV's of the designated Project Leader and the proposed Short-term Experts as well as their specific tasks to which they will be assigned to.

The MS Partner Administration should demonstrate experience in delivery of services in the relevant project fields mentioned above. This experience should be described in the proposal.

3.5.1 Profile and tasks of the Project Leader

The Project Leader from the Member State must be a high ranking public servant or equivalent staff of a Member State Administration, but preferably the Head of a structure engaged in issues related to EU Affairs and or management of EU funds, with strong experience in providing training or equivalent staff within departments/units related to EU affairs and/or EU funds coordination, EU funds monitoring, and/or EU funds visibility activities, with relevant working experience of at least 5 years.

The MS Project Leader will continue to work at his/her Member State administration in the domain of EU affairs but will devote some of his/her time to conceive, supervise and co-ordinate the overall thrust of the Twinning Light Project, and ensure the attainment of the projected outputs. The project leader is fully responsible for co-ordination of the work of the experts.

The MS Project Leader will manage the implementation of the project with the Project Leader from the Beneficiary Country and will ensure his/her ability to mobilize the necessary staff in support of the efficient implementation of the project. In addition, he/she should coordinate, in the Member State side, the Project Steering Committee (PSC), which will meet in Skopje at least every three months.

As a minimum, the Project Leader should be able to dedicate to the project at least 3 days per month, with at least 3 on-site visits.

He/she will be supported by his/her Member State administration for logistics, accounting and administrative affairs.

Qualifications and skills of the MS Project Leader:

- At least a University degree³preferably in the area of public administration, human resource management, EU studies, social studies or equivalent professional experience of 10 years in public administration;
- Be a high-ranking civil servant or equivalent staff within departments/units related to EU funds coordination, EU funds monitoring, and/or EU funds visibility activities;

³For reference EPSO website-Annex, <http://europa.eu/epso/doc/diplomasfortheweb.pdf>

- At least 5 years of professional experience in preparation and/or implementation of activities related to training and capacity building in the domain of EU funds and/or EU Affairs;
- Be fluent in written and spoken English.

Tasks of the Project Leader:

- Conceive, supervise and coordinate the overall preparation of the project;
- Co-ordinate and monitor the overall implementation of the project with the BC PL;
- Co-ordinate MS experts' work and availability;
- Communicate with the beneficiary, CFCO and EUD;
- Ensure the backstopping functions and financial management;
- Guarantee the successful implementation of the Project's Work Plan;
- Co-chairing the regular Project Steering Committee meeting with the Beneficiary Country Project Leader;
- Preparation and drafting of start up and final report;
- Where necessary, provide technical assistance and advice under the Project.

3.5.2 Profile and tasks of the RTA

Not applicable

3.5.3 Profile and tasks of the short-term experts

Other specialist staff will be made available by the Twinning Partner to support the implementation of activities. The proposed pool of short-term experts is expected to cover all relevant areas targeted under this project.

Qualifications and skills of short-term experts:

- University-level degree⁴preferably in public administration, human resource management, EU affairs, social sciences or equivalent professional experience of 10 years in public administration;
- Be civil servants or equivalent staff seconded to work within unit/departments/structures related to the management, coordination or communications on EU funds and/or EU programmes/policies;
- At least 3 years of working experience in one of the fields of EU affairs and/or EU funds coordination, EU funds implementation of EU rules regarding reporting, monitoring, assessing or EU visibility policies, as well as training experience;
- Professional experience in developing training programmes and implementation of training sessions directed towards staff members and/or operators in the scope of the project;
- Be fluent in English, both oral and written.

⁴For reference EPSO website-Annex, <http://europa.eu/epso/doc/diplomasfortheweb.pdf>

Tasks of the short-term experts:

- Prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with project activities;
- Provide practical expertise/advices and transfer knowledge to relevant staff for execution of all activities related to the results and objectives required within the project;
- Provision of practical support, advice, recommendations, analyses and reports as foreseen under the project in close cooperation and cooperation with the relevant institutions;
- Contribute to the project reporting, to drafting the notes and other documents and reports on their missions;
- Address cross-cutting issues.

4. Institutional framework

The Contracting Authority for this Twinning light project is the Central Financing and Contracting Department (CFCD) within the Ministry of Finance.

4.1. Beneficiary institution(s)

Main beneficiary institution shall be the SEA Training Center, as part of the Secretariat for European Affairs (SEA) and the NIPAC Secretariat.

Other non-key beneficiaries of the project shall be:

- IPA Operating Structures and
- NPAA W/G and respective staff of the line ministries.

4.2. Co-ordination mechanisms between institutions

The NIPAC office within the Secretariat for European Affairs will be directly responsible for co-ordination and management of the project and will support the Twinning Light project team in organizational and technical matters. Activities will be conducted in close cooperation with the respective institutions and the CFCD.

A Project Steering Committee (PSC) will be established at the beginning of the project to monitor the implementation of the project comprising of senior representatives the Beneficiary Country Project Leader, the Member State Project Leader, other representatives from MS and Beneficiary Country and the representatives from the Delegation of the European Union and CFCD as Contracting Authority.

The final and exact composition of the PSC will be agreed with the Contracting Authority at the start-up of the project. Any observer to the PSC should be approved by the Contracting Authority. MS and BC Twinning Light Partners will arrange regular and ad-hoc coordination and information exchange meetings with other stakeholders as necessary.

It should be noted that the participation of the Member State Project Leader in Steering Committees meetings has to be combined with expert mission in case the MS Project Leader is also a short-term expert in the twinning light project. If the MS Project Leader is not a short-term expert in the twinning light project then his/her visits to the Beneficiary country, as part of his/her overall task to ensure coordination and political steering of the project should be organized at the same time as the two Steering Committee meetings of the project

and the Kick-off Meeting. As a minimum, the Project Leader should be able to dedicate to the project at least 3 days per month, with at least 3 on-site visits.

The Steering Committee meetings are called and chaired by the Project leaders. The PSC will monitor, supervise and co-ordinate the overall progress and implementation of the project. The PSC will provide guidance for the different activities of the project, will define priorities, approve and monitor budgets and approve the results.

The following Steering Committee meetings shall be held during the project implementation:

- Kick-off Meeting at the project's start.
- The 1st Steering Committee meeting during the 3rd month of implementation, to discuss and approve the start-up report
- The 2nd Steering Committee meeting, to discuss and approve the Final Report within the last month of the project's legal duration.

4.3. Reporting requirements as per Art 6.4 of the Twinning Manual

Proper project reporting is essential to ensure adequate follow-up of project implementation and evaluation of the results. These reports shall consist of a content section and financial section. Reports will follow the templates of Annex C4/Annex C5 of the Twinning Manual. In addition to these formal reporting stages, the twinning partners are obliged to inform in writing the Contracting Authority (CFCD) of any critical aspects or conditions of project implementation, or any amendments/modifications necessary within the budget.

- A jointly drafted **Start-up Report** covering the first 2 (two) months of the contract and submitted during the third month, which 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 conducted and the results achieved;
 - Work out in detail all modifications agreed with the Beneficiary Institutions;
 - 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.
- A jointly drafted **Final Report** shall be submitted within 3 (three) months upon the completion of the project activities and in any case within the legal duration of the project, and should contain the following:
 - Complete review of all activities conducted 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.

- All Project outputs (assessment reports, recommendations, draft methodologies, etc.) as attachment.

All reports must be produced in English in electronic and hard copy. **These reports shall be signed by both Member State and Beneficiary Country Project Leaders, and be submitted to the Contracting Authority.** Each report must be presented in electronic format and 4 hard copies two week prior to the Steering Committee meetings to the relevant participants (the Project Beneficiary, the Contracting Authority, the members of the Steering Committee and the EU Delegation). All reports should be written in English. The final versions should incorporate any comments and discussions during the Steering Committee meetings. Failure to submit satisfactory reports in time may lead to the decision to suspend EU financing for the project.

Start-up Report and Final Report are subject of approval by the Contracting Authority.

5. Budget

The project will be implemented within a Twinning Light Project Contract estimated at a maximum of EUR 250,000.00(out of which 95% IPA funds and 5% National co-financing).

Twinning Light Contract	Total (EUR)	IPA Community contribution		National Public Contribution	
	250,000	EUR	%	EUR	%
		237,500	95	12,474	5

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

Its maximum duration (time spent for Twinning activities) is limited to **6 months**. This duration is supplemented by the standard 3 months execution period foreseen for inception and reporting (see Article 2 of the General Conditions for Grants, Annex A2 to the Twinning Contract).

The financial rules applicable to 'Twinning Light' are the same as those for standard Twinning, except that:

- Equipment and private sector services (other than translation and interpretation where necessary) are not eligible for funding;
- Preparatory costs are not eligible for funding;
- Project assistants are not eligible for funding;

In addition to the IPA and National co-financing as part of the Twinning Contract amount, as a rule, all twinning contracts must provide additional co-financing on the side of the Beneficiary Institution, for the purpose of covering costs not covered under the project budget as per Twinning manual, point 5.13, as follows:

- Direct and indirect cost of the Beneficiary administration working for the project;
- Travel by the beneficiary officials from their capitals to a MS or between MS;
 - Organisation of seminars/workshops/trainings (incl. venue, printing seminar materials and other logistical support.)

The following expenses are to be covered with the project funds:

- Visibility cost;
- Audit certificate cost;

- per diems and incidental costs for the study visit.

The project will be located in the premises of the Training Center of the Secretariat of European Affairs. The SEA will ensure appropriate facilities and basic equipment for the work of the experts. This includes administrative support, office space, computers, telephone and fax and other necessary facilities. This contribution should also include logistical support for various training activities, including selection of trainees (in consultation with the MS/ Mandatory body experts), as well as providing the MS/ Mandatory body experts with the documents and information necessary for project implementation. The twinning partner (project beneficiary) shall provide all available assistance to solve unforeseen problems that the MS/Mandatory body twinning partner(s) might face.

6. Implementation Arrangements

6.1. Implementing Agency responsible for tendering, contracting and accounting

The Central Financing and Contracting Department (CFCD) of the Ministry of Finance (MF) shall be the Contracting Authority and will be responsible for the projects' tendering, contracting and payments.

The contact person on behalf of the CFCD is:

Ms. Radica Koceva (PAO)

Central Financing and Contracting Department

Ministry of Finance

6.2. Main counterpart in the BC (*BC Project Leader*)

The following persons will be counterparts of the key personnel of the MS Partner Administration:

BC Project Leader:

Ms. Orhideja Kaljosevska

State Counsellor in the Secretariat for European Affairs

Senior Programme Officer:

Ms. Marija Grubovic

Senior Programme Officer (SPO)

Head of Unit for Strategic Planning, Policy Making and Monitoring and Technical Implementation of EU projects

6.3. Contracts

The project shall be implemented through 1 (one) Twinning Light Contract, with an amount of EUR 250,000.00.

7. Implementation Schedule (indicative)

7.1. Launching of the call for proposals

The estimated date for the launching of the call for proposals is May 2016.

7.2. Start of project activities

The estimated date for start of project activities is September 2016.

7.3. Project completion

The project implementation period (duration of the Twinning Work Plan) is 6 months after the commencement date of the Twinning Light Project.

7.4. Duration of the execution period

The overall execution period of the Twinning Light Project is 9 months with an implementation period of 6 months. (The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action).

8. Sustainability

The achievements of a Twinning Light Project (results) shall be maintained as a permanent asset to the Beneficiary Administration even after the end of the Twinning Light Project implementation. This presupposes inter alia that effective mechanisms are put in place by the Beneficiary Administration to disseminate and consolidate the project results.

The Beneficiary Administration is fully committed to ensuring a long-term impact of the activities of this Twinning Light Project. The expected combined impact of this project will bring about significant improvement in the area of anti-discrimination. The project will have impact on improving the capacity building systems, skills, practices, mechanisms, rules, by laws and strategies of the relevant institutions. An ongoing review of key issues impacting on sustainability will start from the beginning of project implementation, based on the results and outcomes that should be achieved during its project implementation. The objective of this review is to facilitate the sustainable impact of project outcomes beyond the project end. After project completion, the key elements of the system are expected to be in place and operational. This in turn, is expected to have a positive impact on socio-economic development in the country.

The Member State Twinning Partner shall transfer their best practices and know-how necessary to achieve the mandatory results to the Beneficiary Administration. Staff benefiting from training programme and other project activities shall transfer knowledge through subsequent training to their colleagues. Moreover and at the end of the implementation period, the results will be disseminated, as well as the best practices acquired and future relevant activities will be foreseen.

9. Crosscutting issues

Cross cutting issues have to be systematically addressed during the project lifetime.

The mainstreaming of the cross cutting issues is regarded on two different levels:

1. Ensuring that the internal policies, structure or operating procedures of the beneficiary agency will conform to and promote the relevant principles outlined per section below.
2. Ensuring that the products, outputs produced by the beneficiaries (e.g. laws, regulations, policies and strategies) will conform to and promote the relevant principles outlined per section below.

9.1. Civil Society development and dialogue

Having in mind the important role of the social partners and the civil society, especially in the fields related to the gender equality, equal opportunities, anti-discrimination, social

inclusion etc., substantial efforts will be dedicated with the purpose of regular informing and involvement, regarding the project implementation, outcomes and achieved results.

9.2. Environmental considerations

The environmental issue will be taken into account in the implementation of the project, where relevant, having in mind that the project mainly includes capacity building activities. Furthermore, all activities carried out within the project framework should be carried out in compliance with EU environmental legislation.

9.3. Equal Opportunity and non-discrimination

Equal opportunity principles and practices in ensuring equal participation in the Project will be guaranteed by taking in consideration that the main scope of activities shall be focused on related issues of anti-discrimination. As well, the beneficiary institutions will ensure equal access of men and women to the project activities and results and all other forms of discrimination will be eliminated. Moreover, the mainstreaming equal opportunities will be considered and monitored in the project implementation, i.e. the outputs and results indicators, will be broken down by gender, where appropriate, for the purposes of project monitoring.

9.4. Minority and vulnerable groups

Whereas the main reference in the country in relation to minority groups is the Ohrid Framework Agreement, in an EU context, reference is made to the "Race directive" of 2000 (200/43/EC of 29 June), is a crucial aspect of the acquis. The Beneficiary Country will be assisted to implement an internal minority and vulnerable group assessment' to identify areas where it could improve its internal performance vis-a-vis minorities or other vulnerable groups. In view of the specific sector, it is not expected that the minority aspects will be of prime relevance for the outputs of this project. Equal representation of minorities and vulnerable groups will be the project principle guaranteed. The institutions involved in the project execution will observe equal opportunity for all citizens regardless of their ethnic, religious background or other type of social risk they face.

9.5. Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with Regulation (EC). N. 718/2007⁵

10. Conditionally and sequencing

10.1. Conditionality

The project includes the following conditionalities:

- Appointment of counterpart personnel by the beneficiary institutions before the launch of the tender process;
- Allocation of working space and facilities by the beneficiary before the award of the contract;

⁵See article 62 and 63 of Regulation (EC) N.718/2007

- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars /trainings/ workshops by the beneficiary institutions as per workplan of the project.

10.2. Sequencing

Not applicable.

ANNEXES TO TWINNING PROJECT FICHE:

Annex 1 - Logical framework matrix

ANNEX 1: Logical framework matrix

Project Log frame		Total Budget : EUR 250,000	
"Further support for strengthening of EU and IPA related capacities of the SEA Training Centre"			
Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of this project is to have effective and efficient SEA Training Center that would meet the demands of relevant stakeholders and significantly contribute towards capacity building of the civil servants engaged in the European integration process.	The overall objective of the project is to strengthen the development and capacities of the EU/IPA Training Center of SEA for providing capacity building activities related to the overall European integration process and utilization of European funds. The global and overall orientation of the project is to build the national capacity and knowledge, both at central and local level, in specific EU policies and utilisation of IPA.	EC regular reports; Project's Final Report; Monthly monitoring progress report from SPO to CFCD.	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The purpose of the project is to provide strengthening of the capacity of the SEA Training Center for better management and organisation of the processes related to the circle /diamond of learning (management and organisation of the pool of trainers, increased capacity of the staff involved in NPAA working, introducing new modules, delivery of training) in order to improve the capacity of the administrative servants working in the issue related to EU and IPA/EU Funds. To enhance the capacity of SEA TC to provide up-to-date capacity building activities by using		Final Report from the Contractor; Steering Committee meetings' Reports; Lessons learned reports; Final acceptances.	Continued commitment to the EU Accession process; Commitment from national authorities in the process; Availability and motivation of appropriate staff for cooperation and involvement; Sufficient level of implementation of IPA Programmes; Appropriate expertise is available; Beneficiary institutions can make (qualified) staff available.

<p>its resources to the best possible level, and thus, significantly contribute towards the rapprochement of the country to the EU, future negotiations and better management and absorption capacity of both IPA 1 and IPA 2.</p>			
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><u>Component 1: Strengthened capacities of IPA and EU trainers</u></p> <p>Results to be achieved:</p> <p>1.1.ToT Modules designed on the following topics:</p> <ul style="list-style-type: none"> - EU Contracting Procedures (<i>PRAG</i>), (<i>one curriculum</i>) - <i>Strategic Planning and Programming</i> (<i>two curricula</i>) - <i>Select EU policies and principles</i>(<i>five curricula</i>) <p>1.2.ToT Modules revised and updated on the topics of:</p> <ul style="list-style-type: none"> - EU funds (IPAI and IPA II) (<i>one curriculum</i>) - <i>Project Preparation and Implementation</i> (<i>two curricula</i>) - <i>Project monitoring and evaluation</i> (<i>two curricula</i>) 	<p><u>Component 1:Strengthened capacities of IPA and EU trainers</u></p> <p>Measurable indicators for component 1:</p> <ul style="list-style-type: none"> - Identified topics from the conducted 2016 Training Needs Assessment - ToT module on i) EU Contracting Procedures (PRAG) created - ToT module on Strategic Planning and Programming created (<i>i) strategic planning, and ii)programming, ,,)</i> - ToT module on EU Policies and principles created (<i>i) Regional Development, ii) Public Health, iii) Transport, iv) Financial Management at local level and v) Environment</i>) - ToT module on i) EU Funds (IPA I and IPA II) revised - ToT module on Project Preparation revised (<i>i) Drafting EU funds related documents Project fiche, ToR, reporting, etc.; and ii) Tendering and Contracting (services, grants, works and supplies)</i>) - ToT module on Project monitoring and evaluation 	<p>Project's Final Report</p> <p>Steering Committee meetings Reports</p> <p>Participants' list from training sessions</p>	

<p><u>Component 2: Strengthening the capacities of SEA, IPA and NPAA Structures</u></p> <p>Results to be achieved:</p> <p>2.1.Established pool of trainers from relevant ministries and from the IPA OS in areas related to EU funds and EU policies; 2.2.Strengthened capacities of members of IPA OS on specific topics; 2.3.Strengthened capacities in EU policies in the 8 Planning Regions (countrywide); 2.4.Strengthened capacities in topics arising as emerging needs for the IPA OS</p> <p><u>Component 3: Preparation for national accreditation of SEA Training Center</u></p> <p>Results to be achieved:</p> <p>3.1. Conducted comparative analysis of similar and related experience in managing and organising EU trainings and EU funds related training; 3.2. Existing procedures reviewed and needed documents for accreditation of the Centre (verification of ToT modules and certification of trainers) prepared,; 3.3. Strengthened capacities of</p>	<p>revised(i) <i>Monitoring, and ii) Evaluation)</i></p> <p><u>Component 2: Strengthening the capacities of SEA, IPA and NPAA Structure</u></p> <p>Measurable indicators for component 2:</p> <ul style="list-style-type: none"> - Approximately 12ToTs on EU funds and EU policies delivered, - Approximately 40 trainers trained, coming from relevant ministries and bodies, and from the IPA Operational structure, respectively - Approximately 3 training sessions for the members of IPA OS on specific topics delivered - Approximately 60 IPA OS members and involved administrative servants trained - Approximately 8 trainings on EU policies delivered countrywide (at local level) in 8 plan regions; - number of local level stakeholders trained - Approximately 3 trainings delivered related to the topics arising as emerging needs for the IPA OS in the framework of this contract - Approximately 30members of IPA OS trained. <p><u>Component 3: Preparation for national accreditation of SEA Training Center</u></p> <p>Measurable indicators for component 3:</p> <ul style="list-style-type: none"> - Produced comparative analysis with recommendations - Policy paper on capacity building of SEA Training Center prepared in terms of its operation, management of training and trainers, with proposed solutions and options, - Written recommendations for improved 	<p>Project's Final Report</p> <p>Steering Committee meetings Reports</p> <p>Participants' list from training sessions</p> <p>Project's Final Report</p> <p>Steering Committee meetings Reports</p> <p>Participants' list from training sessions</p>	
--	--	---	--

<p>SEA TC Staff, with support and assistance of the project in preparation for verification of the created ToT modules in EU policies and EU funds;</p> <p>3.4. Promoted and awareness raised among partners and stakeholders (central and local administration, civil society, educational institutions, youth organisations, trainers and traditional partners) of the mandate, and function of the SEA Training Center and the pool of trainers;</p> <p>3.5. Established and enhanced networking and/or cooperation of the SEA Training Center with relevant bilateral or European networks, alliances and standing groups (ReSPA, regional cooperation programmes, networks, centers, etc.).</p>	<p>planning and organisation of the work of the SEA Training Center</p> <ul style="list-style-type: none"> - approximately 40 trainers trained, coming from relevant ministries and bodies, and from the IPA Operating structure, respectively; - Created rulebooks, acts, and applied procedures for accreditation of SEA Training Center (verification of modules and certification of trainers) - Approximately 4 (four) trained and prepared SEA Training Center staff in line with the requirements of the process of verification of the programmes/modules and certification of trainers - 1 (one) conference organised with participation by approximately 50 members of central and local administration, Plan Regions, NGOs, youth organisation, trainers and traditional partners and donors, as well as SEA Training Center pool of trainers 4 (four) visibility events organised in different Plan Regions, for members of the wider public from municipalities belonging to the particular region, with approximately 30-50 participants each - cooperation established within at least one European network, alliance and/or standing group (such as ReSPA, regional cooperation programmes, networks, centers etc.)..... 		
Activities	Means	Costs	Assumptions

<p><u>Component 1: Strengthened capacities of the IPA trainers</u></p> <ul style="list-style-type: none"> - Creation of ToT module for EU Contracting Procedures (<i>PRAG</i>), (<i>one curricula</i>) - Creation of ToT module for Strategic Planning and Programming (<i>two curricula</i>) in Strategic Planning and in Programming - Creation of ToT module for EU policies and principles (<i>five curricula</i>) in Regional Development, Public Health, Transport, Financial Management at local level and Environment - Revision of ToT module on EU funds (IPA I and IPA II) – <i>one curricula</i> - Revision of ToT module on Project Preparation and Implementation (<i>two curricula</i>) - (i) Drafting EU funds related documents Project fiche, ToR, reporting, etc.; and ii) Tendering and Contracting (services, grants, works and supplies) - Revision of ToT module on Project monitoring and evaluation (<i>two curricula</i>) - (i) Monitoring, and ii) Evaluation) <p><u>Component 2: Strengthening the capacities of SEA, IPA and NPAA structures</u></p> <ul style="list-style-type: none"> ○ Preparation, organisation and delivery of approximately 12 ToT sessions on EU funds and EU policies, ○ Preparation, organisation and delivery approximately 3 training sessions for the members of IPA OS on specific policies/topics, including preparation of accompanying material 	<p>1 Twinning Light Contract</p> <p>1 Member State Project Leader</p>	<p>Twinning Contract : 250,000 EUR</p>	<p>Adequate and timely technical assistance and expertise is provided by twinning partner;</p> <p>Nominated representatives from the relevant institutions are available and willing to actively cooperate with the project team;</p> <p>Good cooperation among relevant stakeholders in implementation of project activities;</p> <p>Good quality training is made available to relevant institutions</p>
--	---	--	--

<ul style="list-style-type: none"> ○ Preparation, organisation and delivery of approximately 8 EU policies trainings countrywide (at local level), including preparation of accompanying material - Preparation, organisation and delivery of approximately 3 trainings related to the topics arising as emerging needs for the IPA OS in the framework of this contract including preparation of accompanying material - <p><u>Component 3: Preparation for national accreditation of SEA Training Center</u></p> <ul style="list-style-type: none"> - Preparation of analysis of domestic training set-up (desk work, research, consultations, surveys, etc.) - Preparation of comparative analysis of similar and related experience in managing and organising EU trainings and EU funds related training - Production of policy paper to be adopted by the Government - Production of needed documents for accreditation (verification of modules and certification of trainers) of the SEA Training Center - Production of needed documents for verification of the ToT modules delivered through the SEA TC - Conduct the technical study visit to a homolog institution abroad for 10 (ten) members of SEA Training Center (5) and select members of SEA(5). The main purpose of the study visit shall be exchange of knowledge, lessons learnt and best practices, as well as learning of novel modalities and new IT advancements in the domain of training (including the manner of certification). Organizing 1(one) conference on a topic related to the function of capacity building with approximately 50 members of 			
--	--	--	--

<p>central and local administration, Plan Regions, NGOs, youth organisation, trainers and traditional partners and donors, as well as SEA Training Center pool of trainers and</p> <ul style="list-style-type: none"> - Organizing 4 (four) visibility events on presentation of SEA, SEA TC and the pool of trainers, organised in different Plan Regions, for members of the wider public from municipalities belonging to the particular region, with 30-50 participants each - Support in establishing links, cooperation and networking pertinent to the function of the SEA TC 			
--	--	--	--