

STANDARD TWINNING LIGHT PROJECT FICHE

1. Basic Information

- 1.1 Publication notice reference:
- 1.2 Programme: Transition Facility IPA/2013/24986 (Annex of C (2013) 8057 final); Institution Building Envelope
- 1.3 Twinning number: HR 14 IPA JH 05 16 TWL
- 1.4 Title: Further enhancing the Human Resources, training and education system of the Ministry of Interior (CRO MoI HRM)
- 1.5 Sector: Justice, Freedom and Security
- 1.6 Beneficiary country: Republic of Croatia

2. Objectives

2.1 Overall objective:

The overall objective is to support the process of enhancing institutional capacity of the Ministry of Interior of the Republic of Croatia (MoI) for the purpose of efficient and effective police organization in line with the best EU practice.

2.2 Project purpose:

The project purpose is to strengthen capacities of the Legal Affairs and Human Resources Directorate and Police Academy of the MoI in the area of the Human Resources Management (HRM) including training and education system of police officers.

2.3 Contribution to Accession Treaty/ Relevant national documents:

Following the signature of the **Accession Treaty** on 9 December 2011 and its ratification procedure in the Member States, Croatia joined the European Union on 1 July 2013 as the 28th Member State. This Twinning light project is in compliance with general objectives set in the Accession Treaty.

Strategy for the Human Resources Management System of the Ministry of Interior (2009-2011)

The project will support still relevant goals included in the Strategy which states, amongst others, that there is need: "To link career management and management of competencies, thus introducing a personalised approach to management which evaluates the potential of each individual employee. The aforementioned includes the establishment of a process of continued adjustment which takes into account all elements of human resources management: admission into the service, training schedule, lifelong learning, mobility, system of advancement, financial remuneration, motivation, evaluation of employees, etc."

Public Administration Development Strategy 2015-2020

Strategy was adopted by the Croatian Parliament in June 2015. The project will support the goals included in the Strategy which states, amongst others, that there is need for:

„Improvement of the human resources management to create a modern public service“. Furthermore, in the point 5.1.1. Competence of employees in public administration it states that: „Special emphasis should be placed on the development of competence standards, general and specific, and their inclusion in the job descriptions. By defining the boundaries and scope of areas covered by the standard, narrows the space for manipulation in the selection of employees, which will contribute to the objectivity of choice, greater accessibility and the quality of their public service.“

This Twinning light project will contribute to the achievement of objectives identified within the abovementioned documents through enhancing institutional and administrative capacities of organizational units responsible for the HRM, education and training within the MoI.

3. Description

3.1 Background and justification:

In order to build Human Resources Management (HRM), system of education and training of police officers in accordance with EU standards and best practices of the Member States of the European Union, the Ministry of Interior (MoI) has within the Phare 2005 project “Strengthening Human Resources Management, Education and Training at the Ministry of the Interior” adopted the Strategy for the Human Resources Management System of the MoI for the period 2009 to 2011 in which all key activities and tasks of the HRM were covered as follows:

1. Strategic human resources management;
2. Planning of needs and structure of employees;
3. Analysis and design of tasks and jobs;
4. Recruitment and selection of staff;
5. Monitoring and assessing performance of employees;
6. Motivating and rewarding the employees;
7. Education and development of employees;
8. Creation of appropriate organizational climate and culture;
9. Labour relations;
10. Providing different services to employees.

Following the adoption of the Strategy for the Human Resources Management System of the MoI for the period 2009 to 2011, the reform of the HRM in the MoI took place in four main directions:

1. The introduction of an integrated HRM system, which includes: a new approach of establishing competencies according to job duties; link management of individual and collective competencies and their development through lifelong learning; development of cooperation in the HRM between departments and hierarchical levels; promotion of professional values and adaptation of IT system for the HRM;
2. Strengthening the strategic role of the HRM system, which includes: improvement of the planned dimension of the HRM; strengthening the organization and resources of the administration competent for the HRM; rationalization of the use of human and financial resources in regard to the reduction of costs;
3. Increase of the participation and motivation of employees, which includes: increase in informing and consultation of employees; adaptation of tool for individual assessment of officers; increase in measures for providing support to officers; rationalisation of job allocation and advancement of officers taking into account their competencies;

4. Adjustment of the organization of the Police Academy with new roles and tasks, which includes: enhancement of educational techniques at the Police Academy; establishment of the Police Academy as the leading location in the Republic of Croatia in terms of expertise in the area of security and the fight against delinquency.

In the TAIEX report of June 2013 it was confirmed that the MoI fulfilled all recommendations produced under the above mentioned Phare 2005 project and the opinion was given that the MoI has a high-quality administrative capacity in the field of HRM.

It should be noted that, although the employment status of police officers is arranged with specific regulations in relation to the general regulations governing the civil service relations in the state administration, the MoI as a part of the state administration, is encompassed with reforms to be implemented at national level and must act in accordance with the given guidelines. There is particularly a problem with the recruitment of new police officers, who complete their education for police officers and their admission into the service depends solely on fluctuation of current employees in the MoI.

MoI is systematically developing and modernizing its work, however, even though the existing IT system was improved progressively, for efficient functioning of the HRM it is necessary to develop new and more comprehensive IT support. Therefore, a supply and service project, financed within the Transition Facility operation “Strengthening Human Resources Management”, are also envisaged with the purpose of implementing the new IT system and equipment for the HRM in the MoI. For the mentioned projects, which are currently in the preparation phase, an analysis of the current situation was conducted and functional specification prepared, through which the business processes which include the HRM were presented. The new IT system will integrate all business processes, and a clear, simple and transparent access to the data will enable better management and planning of careers of employees, better care for employees and thus their motivation, leading to increase of the efficiency and effectiveness of the police organization.

The system of police education should be based on the principles of lifelong learning, combining formal, informal and non-formal learning throughout the work period. Optimal alignment of the occupational standards expressed through the activities of each job and the competencies required for performing these operations as well as the education outcomes expressed through learning outcomes and acquired competences are prerequisite for the successful functioning of the system as a whole. The HRM and creation of police officers careers should be closely linked to the education system that enables obtaining the required competence and their lifelong upgrade.

This Twinning light project will provide an insight into the HRM, education and training system of police officers in line with the best EU practice, which will help to enhance and improve the HRM within the MoI and to implement activities aimed to ensure an adequate number and structure of employees, their knowledge, skills, interests, motivation and professional behaviour necessary to achieve the strategic goals of the police organization.

3.2 Linked activities:

Phare 2005 project “Strengthening Human Resources Management, Education and Training at the Ministry of Interior”

This Twinning project (HR/2005/IB/JH/01) started in November 2007 and finished in May 2009 and was implemented by France as the MS Twinning partner. The purpose of this

project was to improve the capacity of the MoI to manage its human resources and to enhance the police education and training system, in order to increase the overall efficiency and staff motivation. More specifically, this project achieved the following results:

- Sensibilisation and involvement of the key staff in a change process citizen-oriented and focused on openness, transparency and accountability;
- Improvement of the use of internal communication tools as a tool for change-management;
- HRM system enhanced and in use at the MoI;
- MoI career development system upgraded and developed;
- Performance evaluation system newly developed and in use at the MoI;
- Functional analysis of the new HRM Information System made;
- Police Education and Training Strategy adopted;
- Modular system for police education and training established and European Credit Transfer System (ECTS) introduced;
- Police curricula and training material revised/newly designed on lifelong learning concept;
- Quality control system for measurement and assessment of efficiency of training programs and trainers established;
- System for management of permanent and non-permanent lecturers and trainers developed.

Moreover, within this project the Strategy for the Human Resources Management System of the Ministry of the Interior for the period 2009 to 2011 was adopted.

There is no overlap or duplication between the Phare 2005 Twinning project and this Twinning light project as the activities to be implemented represent the next step, i.e. improvement in development of the HRM, education and training system within the MoI.

IPA 2010 Twinning light project “Support to strengthening administrative capacity through development of the competency framework in civil service“

This Twinning light project (HR/2010/IB/OT/01) started in March 2014 and finished in September 2014 and was implemented by the Netherlands as the MS Twinning partner. The overall objective of the project was to improve the human resources management and development in order to strengthen efficiency and professionalism in civil service while the purpose of this project was to develop key competences framework in civil service for specific managerial and non-managerial level posts. More specifically, this project achieved the following results:

- Analysis of national legislation in relevant areas of civil service human resources management conducted and recommendations for improvement of legislation in relation to application of the key competences framework in the area of recruitment, performance appraisal and career development prepared;
- Key competences for managerial and non-managerial level posts in state administration bodies elaborated;
- Methodology for assessment of key competences for managerial and non-managerial level posts developed;
- Manual on key competences for managerial and non-managerial level posts for state administration bodies prepared;
- Training programmes and materials for training of civil servants in state administration bodies and future trainers on topics in the area of key competences framework prepared;

- Capacities of employees of state administration bodies in the area of key competences framework enhanced.

There is no overlap or duplication between the IPA 2010 Twinning light project and this Twinning light project as the activities to be implemented represent the next step and further development of the HRM within the MoI.

Transition Facility operation “Strengthening Human Resources Management”

Through this operation two project components will be implemented, both of which are in the preparation stage and are planned to start in 3rd quarter 2016. Namely, the supply component “Supply of equipment for the HRM” and service component “Development of systems for HRM” will be implemented with the purpose of introducing the new information system and supply of equipment for the HRM in the MoI. It will also integrate HR system and payroll system which are currently not integrated. The new system will help to fully accomplish the objective from the Strategy for the Human Resources Management System of the Ministry of the Interior 2009 – 2011. The setting up of a new HRM system shall increase efficiency and effectiveness of the MoI by providing clear concept and long-term planning for all HRM related issues, ranking from recruitment (e.g. related selection criteria), career development (promotion, etc.), to the evaluation of the staff performance.

There is no overlap or duplication between the above mentioned Transition Facility supply and service projects and this Twinning light project as activities to be implemented represent the next step in development of the HRM through implementation of training and education of police officers based on EU Member States best practices, while the supply and service projects will provide the new IT system in order to support the HRM within the MoI. Recommendations produced under this Twinning light project will serve in the implementation of the above mentioned project components.

3.3 Results:

Result 1: Report with the best EU practice on the integrated HRM, IT solutions for the HRM, training and education system in the police organization prepared and presented.

Indicators of achievement:

- Comparative overview of the practices in the area of the integrated HRM, IT solutions for the HRM, training and education system in the police organization in at least two EU Member States which may serve to Croatia as good practices examples prepared.
- Based on the comparative overview and the best EU practices, draft Report on the integrated HRM, IT solutions for the HRM, training and education system in the MoI prepared.
- Round table discussion for at least 5 participants from the MoI conducted, with the purpose of presentation and discussion of the prepared draft Report.
- Report with the best EU practice on the integrated HRM, IT solutions for the HRM, training and education system in the MoI finalized.

Result 2: Guidelines for development of the catalogue of competences prepared and key competences for relevant job titles of the police officers elaborated.

Indicators of achievement:

- Guidelines for development of the catalogue of competences prepared.¹
- Report with elaborated key competences for at least 10 job titles of the police officers prepared.

Result 3: Capacity of the employees of the MoI involved in the HRM, training and education system enhanced through targeted trainings.

Indicators of achievement:

- Training Needs Analysis (TNA) for the employees of the MoI involved in the HRM, training and education system² conducted and TNA report prepared.
- On the basis of the prepared TNA report, training programme, plan and training materials prepared.
- Trainings for at least 15 employees (in total) of the MoI involved in the HRM, training and education system organized and conducted.³

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 law enforcement or in the field of human resources (HR)
- Minimum 4 years of professional experience in the field of HR management or HR

¹ Guidelines are envisaged to include procedures on: how to define and elaborate competences (necessary/key competences and preferred competences) for certain job titles and how to link the identified competences with recruitment, performance appraisal, career development and other relevant areas of the HRM in the MoI.

² Employees involved in the HRM, training and education system are situated within the Legal Affairs and Human Resources Directorate and Police Academy of the MoI.

³ Trainings are expected to cover the following indicative topics: methods of employment of police officers; assessment procedures and remuneration of police officers; communication (procedures and methods of communication) between management (police officials) and police officers; development of police career; IT solutions for the HRM.

- development
- Experience in project management
- Working level of English language
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5
- Computer literacy

Assets:

- Experience in managing EU projects
- Experience in organizing and conducting trainings
- Current working experience in a police organization

Tasks of the Project Leader:

- Overall responsibility of the project, support and coordination of all activities in the Beneficiary Country (BC) in cooperation with the BC Project Leader and experts engaged in undertaking activities
- Overall coordination of MS experts' work and availability
- Ensuring sound implementation of envisaged activities
- Reviewing and approving key project outputs and any revisions to the work plan according to the European Commission rules
- Coordination and networking with relevant institutions in Croatia and in the MS
- Assuring compatibility with EU requirements
- Organization of visibility events (kick-off and final event)
- 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

Profile of the Short-term experts (STE)

Requirements:

- University level education or equivalent professional experience of 8 years in law enforcement or in the field of HR
- Minimum 3 years of professional experience in the field of HR management or HR development
- Working level of English language
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5
- Computer literacy

Assets:

- Experience in defining competences for job titles within police organization
- Experience with IT systems for the HRM
- Experience in conducting TNA analysis and preparing training programme
- Experience in conducting trainings

Tasks of the Short-term experts:

- Close cooperation with the Croatian experts in undertaking all activities
- Providing professional advice to Croatian experts during the project implementation

- period
- Undertaking all relevant activities and achieving the mandatory results related to the HRM such as:
 - Preparing comparative overview
 - Preparing report in line with the best EU practices
 - Organizing and conducting round table discussion
 - Preparing Guidelines for development of the catalogue of competences
 - Preparing and elaborating key competences for relevant job titles of police officers
 - Participating in organizing and/or conducting activities related to trainings (conducting TNA, preparing training programme/plan and training materials, conducting trainings)

Note:

The pool of experts should include:

- At least one short-term expert who in addition to the respective profile requirements has experience in police organization
- At least one short-term expert who in addition to the respective profile requirements has experience in preparing training programme and training materials

4. Institutional Framework

The main beneficiary institution of the project is the Ministry of Interior of the Republic of Croatia (MoI). The Legal Affairs and Human Resources Directorate and Police Academy of the MoI will be directly involved in implementation of this project.

Legal Affairs and Human Resources Directorate performs the following activities: drafts laws and other legal regulations in the jurisdiction of the MoI; analyses the state of legislative activities of the MoI; participates in drafting of opinions on draft regulations which are the responsibility of the Government bodies of the Republic of Croatia; performs activities related to solving the property relations of the MoI; cooperates with the relevant state authorities in carrying out its responsibilities, especially with the State Attorney of the Republic of Croatia in conducting of proceedings before the courts; provides professional assistance to organizational units of the MoI in conducting legal affairs; coordinates and participates in the process of adjustment of the Croatian legal system with the European legal system; conducts activities related to harmonization of national legislation with the European Union; performs tasks related to employment, status, rights, obligations and responsibilities of employees of the MoI; participates in the process of improving the work and determination of the development strategy of the MoI in the field of human resources, conducts first and second disciplinary adjudication; defines strategic goals, establishes and monitors the operating results and performance, identifies risks, monitors specific objectives set in the strategic plans, reports on achieving objectives, coordinates the development of strategic plans at the level of the Board.

Within the Legal Affairs and Human Resources Directorate the following organizational units are established: Sector for Legal Affairs, Sector for Human Resources Management, Service for Disciplinary Proceedings. Currently, Sector for Legal Affairs has 25 employees, Sector for Human Resources Management has 35 employees and Service for Disciplinary Proceedings has 35 employees.

Police Academy is an organizational unit within the MoI, established as the Education

centre, a specialized institution in which basic and specialist training of police cadets, students, police officers and trainees is organized and carried out.

Within the Police Academy the following units are organized:

- Police School "Josip Jović"
- High Police School
- Service for Professional Development and Specialization
- Service for Development of Police Education and Publishing and Library Activities
- Trainer and Service Dog Training Centre
- Police Museum

Moreover, the Service for Professional Development and Specialization within the Police Academy (33 employees) will be involved in this Twinning light project, not excluding the employees of other abovementioned units of the Police Academy (except Police Museum).

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

Further enhancing the Human Resources, training and education system of the Ministry of Interior	Transition Facility Contribution	National Co-financing	TOTAL
Twinning light Contract	90% 135.000,00 EUR	10% 15.000,00 EUR	150.000,00 EUR

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

The co-financing requirement foreseen under the Transition Facility will be considered fulfilled according to the provision of the relevant Financing Decision.

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

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
Mr Tomislav Petric, 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 Krešimir Perović, Acting Head of Independent Sector for Schengen Coordination and European Union Projects
Ministry of Interior
Ilica 335
10000 Zagreb, Croatia
Phone: +385 1 61 22 561
Fax: +385 1 61 22 461
E-mail: kperovic@mup.hr

BC Project Leader:

Mr Aco Martinović, Head of Sector for Human Resources Management
Ministry of Interior
Ulica grada Vukovara 33
10000 Zagreb, Croatia

6.3 Contracts:

It is envisaged that the Project will be implemented through one Twinning light Contract, with the maximum amount of 150.000,00 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 Interior, the Central Finance and Contracting Agency, the Ministry of Regional Development and EU Funds and the concerned service of the European Commission in a form of 3 hard copies and an electronic version. All reports should be written in English.

6.5 Language:

Working language of the project will be English.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals: 3Q 2016

7.2 Start of project activities: 4Q 2016

7.3 Project completion: 2Q 2017

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

After successful implementation of the project, employees from the Directorate of Legal Affairs and Human Resources Directorate and Police Academy will be trained, educated and TNA report in the area of HRM prepared.

Achieved results of the project shall be maintained as a permanent asset to the MoI even after the end of the Twinning light project implementation. All participants of the training activities undertaken through this project will further disseminate the obtained knowledge to other officials. Prepared Guidelines will be used for development of Catalogue of competences.

9. Crosscutting issues

Based on the fundamental principles of promoting equality and combating discrimination, as provided in Croatia's legislation and practice, 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. The activities of the objective have no negative impact on the environment.

10. Conditionality and sequencing

Not applicable.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format

Annex 1. Logical framework matrix in standard format

Further enhancing the Human Resources, training and education system of the Ministry of Interior (CRO MoI HRM)	Programme name and number: Transition Facility IPA/2013/24986 (Annex of C (2013) 8057 final); Institution Building Envelope		
Ministry of Interior (MoI)	Contracting period expires: 3 years from the day on which the Commission notifies the Republic of Croatia that all of its internal procedures necessary for the adoption of this Decision have been fulfilled.	Disbursement period expires: 4 years following the expiration of the contracting deadline.	
	Total budget: 150.000,00 EUR	Transition Facility financing: 135.000,00 EUR (90%) National co-financing: 15.000,00 EUR (10%) ⁴	
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
The overall objective is to support the process of enhancing institutional capacity of the Ministry of Interior of the Republic of Croatia (MoI) for the purpose of efficient and effective police organization in line with the best EU practice.	Institutional capacity of the MoI for the purpose of efficient and effective police organization in line with the best EU practice enhanced	Relevant MoI reports Relevant EC and national reports	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
The project purpose is to strengthen capacities of the Legal Affairs and Human Resources Directorate and Police Academy of the MoI in the area of the Human Resources Management (HRM) including training and education system of police officers.	Report with the best EU practice prepared Guidelines for Development of Catalogue of Competences prepared TNA report, training programme and materials prepared Capacities of the MoI employees	Twinning light project reports Twinning light project documentation Comparative overview Report on the best EU practice, Guidelines Report with the key competences TNA report	Full commitment of the parties involved and good cooperation among interrelated institutions and project teams MoI staff available for project implementation and participation at trainings Trained people remain in sector related to the HRM

⁴ The total amounts of the Transition Facility Contribution and National Co-financing stipulated in the above table represent the total maximum amounts and therefore, they may be reduced at the level of the Twinning light contract, while the relevant ratio (percentages) should be maintained as fixed. The co-financing requirement foreseen under the Transition Facility will be considered fulfilled according to the provision of the relevant Financing Decision.

	strengthened	Training plan and materials List of participants on trainings Training evaluation reports	Good cooperation and coordination among project stakeholders
Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Result 1: Report with the best EU practice on the integrated HRM, IT solutions for the HRM, training and education system in the police organization prepared and presented.</p> <p>Result 2: Guidelines for Development of the Catalogue of Competences prepared and key competences for relevant job titles of the police officers elaborated.</p>	<ul style="list-style-type: none"> • Comparative overview of the practices in the area of the integrated HRM, IT solutions for the HRM, training and education system in the police organization in at least two EU Member States which may serve to Croatia as good practices examples prepared. • Based on the comparative overview and the best EU practices, draft Report on the integrated HRM, IT solutions for the HRM, training and education system in the MoI prepared. • Round table discussion for at least 5 participants from the MoI conducted, with the purpose of presentation and discussion of the prepared draft Report. • Report with the best EU practice on the integrated HRM, IT solutions for the HRM, training and education system in the MoI finalized. • Guidelines for Development of the Catalogue of Competences prepared. • Report with elaborated key competences for at least 10 job titles of the police officers prepared. 	<p>Twinning light project reports Twinning light project documentation Comparative overview Report on the best EU practice, Guidelines Report with the key competences TNA report Training plan and materials List of participants on trainings Training evaluation reports</p>	<p>Full commitment of the parties involved and good cooperation and communication between experts</p> <p>Staff of the project beneficiary is fully available for project implementation and trainings</p> <p>Trained people remain in sector related to the HRM</p>

<p>Result 3: Capacity of the employees of the MoI involved in the HRM, training and education system enhanced through targeted trainings.</p>	<ul style="list-style-type: none"> • Training Needs Analysis (TNA) for the employees of the MoI involved in the HRM, training and education system conducted and TNA report prepared. • On the basis of the prepared TNA report, training programme, plan and training materials prepared. • Trainings for at least 15 employees (in total) of the MoI involved in the HRM, training and education system organized and conducted. 		
<p>Activities</p>	<p>Means</p>	<p>Specification of costs</p>	<p>Assumptions</p>
<p>Activities to be implemented correspond to the activities developed in the selected MS proposal.</p>	<p>Analysis, preparation of documentation, consultations, trainings, round table discussions, workshops, on-the-job training</p>	<p>Twinning light project 150.000,00 EUR</p>	<p>In line with the assumptions specified for results.</p>
			<p>Preconditions: N/A</p>