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| ANNEX C1Bis: Twinning Light Fiche**Project title:** Strengthening Institutional and Technical capacities of the Agency for Protection of Competition**Beneficiary administration:** Agency for Protection of Competition**Twinning Reference:** MN 14 IPA FI 03 17 TWL**Publication notice reference:** EUROPEAID/159491/DD/ACT/ME |

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| **EU funded project*****TWINNING INSTRUMENT*** |

**1. Basic Information**

**1.1 Programme:** IPA 2014 for Montenegro, direct management

***For British applicants****: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions1 to the grant agreement.*

**1.2 Twinning Sector:** Finance, Internal market and economic criteria

**1.3 EU funded budget**: Maximum EUR 250.000

**2. Objectives**

**2.1 Overall Objective(s):**

The overall objective of this project is to assist Montenegro in EU accession negotiations process in the field of competition policy

**2.2 Specific objective**:

The specific objective is to strengthen the capacities of the Agency for Protection of Competition (APC) to undertake full enforcement of the Law on Protection of Competition

**2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans**

Article 73 of the SAA, prescribes that the parties shall ensure that an operationally independent public body is entrusted with the powers necessary for the full application of paragraph 1 (i) and (ii) of this Article, regarding private and public undertakings and undertakings to which special rights have been granted.

Montenegro has, by signing the Stabilization and Association Agreement (SAA), taken the obligation of priority alignment of the internal market legislation with the acquis of the European Union (*acquis communautaire*). In this regard, the commitment to control agreements of economic entities which as the purpose or effect have prevention, restriction or distortion of competition has been taken, as well as obligations to prevent abuse of dominant position by one or more undertakings in the market of Montenegro.

2013 screening report on Chapter 8 – Competition (Council document 11026/13 of 18 June 2013 states that "Montenegro … needs to strengthen its administrative capacity…". Subsequently the EC 2016 Communication on EU Enlargement Policy stated that Montenegro should focus in particular on competition policy and economic and monetary policy, and that strengthening the administrative capacity for ensuring the application of the acquis remains a substantial challenge for Montenegro. The EC Montenegro Report 2016 found that Montenegro should focus in particular on competition policy since there is a good level of preparation as regards alignment with the rules on antitrust and mergers but implementation of these rules has demonstrated some weaknesses.

Nevertheless it must be stressed that Montenegro's human resource capacity building needs in the framework of European Accession impacts have been identified in almost every chapter. Despite the fact that overall Montenegro's public service staff levels have grown in recent years, it put increasing pressure on the budget at a time when fiscal constraints are becoming quite important. Montenegro recognised the need to modernise and optimise its public service, and to this end its Public Administration Strategy 2016-2020 foresees an optimisation exercise to be carried out between now and 2020. Therefore any capacity building that arises from this Twinning that results in changes to staffing numbers or allocation in entities covered by the optimisation exercise will need to be in compliance with its parameters and procedures, and should respect the relevant budgetary allocations for staffing in the entities in question.

In Montenegro’s Programme of Accession to the EU for 2018-2020 it is foreseen that in the following period the greatest attention will be paid to strengthening the administrative capacity of relevant institution for competition policy and state aid control - the APC, in order to ensure an appropriate enforcement record (balance of achieved results) and fully enable equal and fair conditions for all undertakings in the Montenegrin market.

**3. Description**

**3.1 Background and justification:**

The Law on Protection of Competition of Montenegro, adopted in 2012 and amended in 2018, contains comprehensive rules on restrictive agreements, abuses of dominant positions and merger control which are mostly harmonized with the EU Competition legislation in force. This Law is supported by ten by-laws which transpose existing EU legislation in competition, including all regulations currently in force. Montenegro has also set up an independent authority responsible for enforcing anti-trust and merger rules - the **Agency for the Protection of Competition.**

Given that the powers of the State Aid Control Commission (SACC) should come under the jurisdiction of the APC, the new Law on State aid Control and Law on amendments to the Law on Protection of Competition were adopted by the Parliament on 14.02.2018.

Although Montenegro has continued to develop its administrative capacity, there is a need to further increase the administrative and investigative capacity of the APC, as well as the capacity of the judiciary to deal with complex competition cases. This has been identified by the European Commission (EC), in its annual reports on Montenegro. The EC has recommended an increase in the number of staff (working on cases). **The APC has taken actions in increasing the number of case-handlers, however guidance and training is necessary to align its practice with EU enforcement standards**.

**As stated in the EC Montenegro 2016 Report: APC's** level of staffing and expertise is insufficient and itneeds to step up its enforcement policy, in particular by conducting more on-site inspections (only one was carried out so far) and by promoting the use of leniency policy as a means to uncover cartels. The courts’ capacity to handle complex competition cases must be strengthened.

**The Agency for Protection of Competition** was established in February 2013. It is a functionally independent entity established in accordance with Law on Protection of Competition (“Official Gazette of the Republic of Montenegro”, no. 44/12). The APC is managed by the Director, and currently employs eighteen (18) civil servants and employees (including the Director), out of which nine (9) case handlers. As per the Rulebook on organization and systematization of workplaces of April 2016, there are total of twenty-nine (29) job positions. The Rulebook has changed the internal organization of the APC leading to more efficient analysis of individual economic sectors, performing investigative actions and determining violations of competition. See Annex II for the current internal organization of the APC. After enacting amendments to the Law on Protection of Competition, a new Rulebook on internal systematization and organization of workplaces will need to be adopted. APC's budget for 2018 is EUR763.286, out of which 67% for gross salaries. These include the planned employment of 8 case handlers, the president and two members of the Council of the Agency after its formation, the Deputy Director and two Assistant Directors. The funds for the gross salaries of the staff to be transferred from the State Aid Unit of the Ministry of Finance will be additionally ensured through the national budget.

**3.2 Ongoing reforms:**

New Law on State aid Control and Law on amendments to the Law on Protection of Competition were adopted by the parliament on 14.02.2018, introducing new competencies for the APC related to the state aid control.

**3.3 Linked activities:**

* ***Project title: Acession to Internal Market (AIM)***

Donor: EU (IPA 2009)

Duration: June 2010- March 2012

Description: The overall objective of the Project was to align the regulatory system of Montenegro with the Internal Market *acquis communautaire*. Protection of competition and state aid were one of the three main components of the project, for which the result to be achieved was strengthened capacities for the effective implementation of competition policy and state aid control.

* ***“Enhancing competition policy in Montenegro”***

Donor: EU (IPA 2010)

Duration: January 2013- January 2014

Description: The objective of the project was strengthening the capacities of the newly established Agency for Protection of Competition.

* ***“Approximation of the legislation with EU Acquis on free movement of services and competition protection”******(Component I: Competition)***

Donor: EU (IPA 2012)

Duration: February 2014- July 2016

Description: Specific objective related to Competition was to strengthen the capacity of the Agency for the Protection of Competition to safeguard free competition in the Montenegrin market. Part of IT forensic toolkits necessary for dawn raids were also procured.

* ***"Improvement and strengthening of institutional set-up and legal framework in the area of Public procurement and State aid"***

Donor: EU (IPA 2014)

Duration: 24 months (planned to start mid 2018)

Description: Complementary to this twinning light project, it will support the state aid policy by *inter alia* building the capacity of the state aid authority, foreseen to be legally part of the APC in first half of 2018, on state aid control through training on state aid case law, economics and procedures, daily support on enforcement of state aid legislation, identification of non-notified aid and implementation of regular ex-post control.

* **Technical assistance**

Donor: EBRD

Duration: March 2018-2019

The areas assistance: Supply of econometric software and short training on its use; training on analysis in antitrust and merger cases with regard to assessment of effects on competition in the market, including market definition and training for judges; Communication Strategy and raising public awareness on competition policy.

**3.4 List of applicable *Union acquis*/standards:**

* Articles 101 and 102 of the TFEU;
* [32003R0001](http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32003R0001&qid=1457511609824&from=EN) Council Regulation (EC) no 1/2003 on the implementation of the rules on competition laid down in Articles 81 and 82 of the EC Treaty;
* [32004R0773](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2004:123:0018:0024:EN:PDF) Commission Regulation (EC) No 773/2004 of 7 April 2004 relating to the conduct of proceedings by the Commission pursuant to Articles 81 and 82 of the EC Treaty;
* [32004R0139](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2004:024:0001:0022:EN:PDF) Council Regulation (EC) No 139/2004 of 20 January 2004 on the control of concentrations between undertakings (the EC Merger Regulation);
* [32010R0330](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:102:0001:0007:EN:PDF) Commission Regulation (EU) No 330/2010 of 20 April 2010 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to categories of vertical agreements and concerted practices;
* [32010R0461](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:129:0052:0057:EN:PDF) Commission Regulation (EU) No 461/2010 of 27 May 2010 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to categories of vertical agreements and concerted practices in the motor vehicle sector;
* Commission Regulation (EU) No 316/2014 of 21 March 2014 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to categories of technology transfer agreements;
* [32009R0169](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2009:061:0001:0005:EN:PDF) Council Regulation (EC) No 169/2009 of 26 February 2009 applying rules of competition to transport by rail, road and inland waterway;
* [32010R0267](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:083:0001:0007:EN:PDF) Commission Regulation (EU) No 267/2010 of 24 March 2010 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to certain categories of agreements, decisions and concerted practices in the insurance sector;
* [32010R1217](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:335:0036:0042:EN:PDF) Commission Regulation (EU) No 1217/2010 of 14 December 2010 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to certain categories of research and development agreements;
* [32010R1218](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:335:0043:0047:EN:PDF) Commission Regulation (EU) No 1218/2010 of 14 December 2010 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to certain categories of specialisation agreements;
* [32004R0802](http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32004R0802&from=EN) Commission Regulation (EC) No 802/2004 of 7 April 2004 implementing Council Regulation (EC) No 139/2004 on the control of concentrations between undertakings;
* Commission Notice on the definition of relevant market for the purposes of Community competition law (97/C 372 /03);
* Communication from the Commission Notice Guidelines on the application of Article 81(3) of the Treaty (2004/C 101/08);
* Guidelines on the method of setting fines imposed pursuant to Article 23(2)(a) of Regulation No 1/2003 (2006/C 210/02);
* Commission Notice on Immunity from fines and reduction of fines in cartel cases (Text with EEA relevance) (2006/C 298/11).

**3.5 Components and results per component**

Component I: Competition

Result 1: Further improved expertise, capability and capacity of APC staff to identify potential infringements, instigate proceedings and undertake full procedure

Result 2: APC staff trained and able to conduct economic analysis with supporting evidence submitted by parties and other undertakings, as well as evidence found during dawn raid

Result 3: APC staff trained and prepared to work on complex antitrust cases

Result 4: APC staff trained and prepared to conduct on-the-spot inspections and secure evidence collection

Result 5: Improved enforcement record of the APC in the areas of competition protection

Result 6: APC’s case handlers provided with on-the-job mentoring and counselling in individual case instigation and procedure

Result 7: Study trip to a Competition Authority from an EU member state conducted

**3.6 Expected activities**

The Twinning assistance will be provided in the form of experience sharing and tailored on-the-job training, technical assistance in advancing knowledge of the APC staff to deal with complex competition cases. Throughout the implementation period, the Project shall aim at flexibility, cooperative and tailor-made approach, complementarity with other EU and international projects.

**Activities related to the result no. 1**

1.1 Conduct regular training and on-the-job mentoring for APC case handlers and support on ongoing antitrust and merger (phase II) cases to the APC staff in their daily work

1.2 Organise trainings/workshops/lectures on competition law enforcement and relevant cases for the APC staff;

**Activities related to the result no. 2**

2.1 Organise training and lectures on conducting economic analyses for the APC staff

2.2 Providing expert assistance to APC case handlers in screening sectors and conducting economic analyses of conditions of competition such as in financial, pharmaceuticals sectors, in the market of electronic communications, electronic media and/or in the market of food and consumer goods.

**Activities related to the result no. 3**

3.1Providing expert assistance and support to APC staff on ongoing antitrust cases

**Activities related to the result no. 4**

4.1 Organize training of APC staff in the use of forensic toolkits

4.2 Assist APC staff in preparation for dawn raids

**Activities related to the result no. 5**

**5.1** Provide technical assistance on ongoing antitrust and merger cases to the APC staff

**Activities related to the result no. 6**

**6.1** Provide expert assistance to APC case handlers to instigate and conduct investigations and issue decisions

**Activities related to the result no. 7**

7.1 Study visit for APC staff to an EU MS Competition Authority organized, aiming at strengthening their capacities to work on cases and conduct complex market investigations and economic analyses while accepting and adopting the best practices in the EU.

Organizing a study visit to the Competition Authority of the EU MS for a minimum of 4 employees of the APC lasting minimum 4 working days, in order to exchange experiences and provide the opportunity for employees of the APC (through lectures and conversation with the employees of the EU MS Competition Authority) to familiarise with their practice when it comes to initiating and conducting proceedings for the abuse of dominant position and restrictive agreements, as well as the procedures for assessing mergers, and techniques used in those procedures, and practicalities and techniques in conducting dawn raids. During the visit, the exchange of experiences would be carried out by organizing lectures by employees in the competition authority of the EU MS for the employees of the APC.

The specific aim of these activities is to improve and strengthen the enforcement record in competition protection and reinforcing APC capacities to implement competition policy and law, securing alignment with the EU rules and court practice.

Developing/organizing workshops, lectures, expert assistance and educational seminars and study visit for the case handlers working at the APC, aims at strengthening their capacities to work on cases and conduct complex market investigations and economic analyses while accepting and adopting EU best practices.

**3.7 Means/input from the EU Member State Partner Administration:**

1. Legal expertise and knowledge of EU best practice in this field
2. Training
3. IT support

This Twining Light Project will include a MS Project Leader and maximum three Short Term Experts that are expected to cover all relevant areas targeted under this project.

**3.7.1 Profile and tasks of the PL:**

***Profile (minimum 10 WD[[1]](#footnote-1) and additional 5 WD for Study visit):***

* University degree in Law, Economics or equivalent professional experience of 8 years;
* Minimum 3 years of professional experience within the area of competition protection law enforcement;
* Strong written, verbal and inter-personal communication skills in English;
* Prior experience in the Western Balkans and knowledge of local language will be an asset.

***Tasks:***

* Overall management of the project;
* Development and implementation of the detailed work plan;
* Coordination of the EU MS experts work and availability;
* Ensure the attainment of the projected outputs;
* Quality control of all inputs delivered;
* Participation in the Steering Committee Meetings;[[2]](#footnote-2)
* Process the final report in cooperation with BC counterpart;
* Where necessary, provide technical assistance and advice under the Project.

**3.7.2 Profile and tasks of the short-term experts*:***

***Profile:***

* University degree in Law, Economics or other relevant field or equivalent professional experience of 8 years
* Minimum 3 years of professional experience within the area of competition protection law enforcement;
* Strong written, verbal and inter-personal communication skills in English;
* Prior experience in the Western Balkans and knowledge of local language will be an asset.

***Tasks:***

* Providing on the job training and day-to-day advices, organizing workshops and trainings regarding support on ongoing antitrust and merger (phase II) cases, instigating and conducting investigation;
* Preparing and delivering training programmes, lectures and materials for the support on ongoing antitrust and merger (phase II) cases, instigating and conducting investigations, and on competition law enforcement;
* Providing on the job training and advices, organizing workshops and trainings regarding economic analyses for the existing and new APC staff*;*
* Preparing and delivering training programmes and materials for lectures on conducting economic analyses in competition cases and sector inquiries;

*Short-term IT expert*

***Profile:***

* University degree in IT or other electronic field or equivalent professional experience of 8 years
* Minimum 3 years of relevant professional experience in IT forensics;
* Knowledge on the use of forensic software toolkits;
* Employed by an authority conducting forensic analysis and seizure of documents;
* Strong written, verbal and inter-personal communication skills in English;
* Prior experience in the Western Balkans and knowledge of local language will be an asset.

***Tasks:***

* Organizing and providing training to the APC staff for using of the forensic toolkits;
* to support APC staff in preparation of a dawn raid;

The Twinning Light Project foresees part time translator / interpreter for the project activities such as training sessions, translation of project documents/reports, and other materials, etc. The role of the translator / interpreter will be to provide translation as well as interpretation.

**4. Budget**

Maximum budget available for the Grant is EUR 250.000

**5. Implementation Arrangements**

**5.1 Implementing Agency responsible for tendering, contracting and accounting**

 Delegation of the European Union to Montenegro

 Finance and Contract Unit

 Vuka Karadžića 12

 81000 Podgorica

 Montenegro

**5.2 Institutional framework**

The Beneficiary institution is the Agency for Protection of Competition. A Steering Committee (SC), comprising of representatives of the Contracting Authority, the beneficiary institution and twinning partner, will be established to monitor the implementation of the project. Two Steering Committee meetings will be held for the purpose of reviewing the progress made under the project as well as to discuss the results achieved and/or problem occurred. The first Steering Committee meeting will be held during the third month of the project activities implementation in order to discuss the draft start-up report. The second Steering Committee meeting will be organized during the last month of the implementation period of the Action to discuss the project outputs, outcomes and results. Exceptional SC meetings can be convoked if needed.

**5.3 Counterparts in the Beneficiary administration:**

**5.3.1 Contact person:**

Jovana Tošković

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**5.3.2 Project Leader counterpart**

Mr Miodrag Vujović

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Ul. Svetlane Kane Radević br.3

81000 Podgorica

6. **Duration of the project**

8 months

**7. Sustainability**

It is anticipated that the model for cooperation which will be developed inside this project will be operational subsequent to the finalisation of the project and as such sustainable. The sustainability of the project results will be addressed through strengthened administrative capacity of the APC, and tools for achieving it are training of the officials of the APC, contributing to better enforcement of competition legislation in force in Montenegro. Existing employees who pass the training in the field of competition protection will, through their activities and joint work on the cases transfer the acquired knowledge and experience from the subject area to new employees. The APC will ensure retention of strengthened capacities through modernization and improvement of official premises, procurement of necessary IT and other equipment (partly realized), and permanent education. In the Amendments to the Law on Protection of Competition, in accordance with a special by-law, the increase in the salaries of employees that work as case handlers and on state aid issues, has been foreseen.

**8. Crosscutting issues**

Realization of proposed twinning light project does not envisage activities which can have negative impact on environment. The implementing partners will take care of environment safety in all planned activities.

Any capacity building that arises from this twinning that results in changes to staffing numbers or allocation in entities covered by the optimisation exercise being implemented under the Public Administration Strategy 2016-2020 will need to be in compliance with its parameters and procedures, and should respect the relevant budgetary allocations for staffing in the entities in question.

**9. Conditionality and sequencing**

No specific conditionality. No particular sequencing; this is a stand-alone intervention.

**10. Indicators for performance measurement**

Not applicable.

**11. Facilities available**

The beneficiary will provide the MS twinning partner with adequate office space for the experts, meeting room and equipment necessary for relevant activities and training foreseen in twinning fiche.

**ANNEXES TO ACTION DOCUMENT**

1. List of relevant Laws and Regulations

2. Organisation chart of the Agency for Competition Protection

3. Logical framework matrix in standard format

**Annex I: LIST OF RELEVANT LAWS AND REGULATIONS**

1. [Law on Protection of Competition](http://www.azzk.me/1/doc/Engleska%20verzija/zakon-eng/New%20Law%20on%20Protection%20of%20Competition.pdf) (Official Gazette no. 44/12) and Law on Amendments to the Law on Protection of Competition (Official Gazette no. 13/18)
2. Law on State Aid Control (Official Gazette no. 12/18)
3. Rules of procedure on the method and criteria for definition of relevant market (Official Gazette no. 18/13)
4. Rules of procedure on the content and method of application for individual exemption of restrictive agreements. (Official Gazette no. 18/13)
5. Instructions on the content and method for submission of merger applications (Official Gazette no. 18/13)
6. Regulation on block exemption of agreements on the distribution of spare parts and servicing of motor vehicles (Official Gazette no. 13/14)
7. Regulation on block exemption of horizontal agreements on specialization (Official Gazette no. 13/14)
8. Regulation on block exemption for horizontal research and development agreements (Official Gazette no. 13/14)
9. Regulation on block exemption of vertical agreements (Official Gazette no. 13/14)
10. Regulation on condition, procedure and criteria for block exemption of restrictive agreements in insurance sector (Official Gazette no. 52/14)
11. Regulation on block exemption of restrictive agreements on the technology transfer (Official Gazette no. 59/14)
12. Regulation on Block Exemption of Agreements in Road, Rail and Inland Waterways and Agreements in Linear Shipping Transport (Official Gazette no. 59/14)

**Annex II: Organisation chart of the Agency for Competition Protection**

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**Annex III: LOGICAL FRAMEWORK MATRIX IN STANDARD FORMAT**

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| **Project title:**Strengthening Institutional and Technical capacities of the Agency for Protection of Competition |
| **Overall objective** | **Objectively verifiable indicators** | **Sources of Verification** |  |
| Assisting Montenegro in EU accession negotiations process in the field of competition policy. | * All requirements in the field of full and proper enforcement of competition rules and policy are fulfilled;
* EC positive assessment regarding progress in negotiations on Chapter 8
 | * European Commission Montenegro Report (on progress towards accession), in particular related to chapter 8 which covers Competition);
* Annual reports of the beneficiary institution (the APC);
 |  |
| **Project purpose**  | **Objectively verifiable indicators** | **Sources of Verification** | **Assumptions** |
| Strengthening the capacities of the Agency for Protection of Competition to undertake full enforcement of the Law on Protection of Competition. |  - Increased number of trained case handlers compared to 2017; | * Project reports;
* Reports prepared by the EU institutions and other international organisations;
* Annual reports of the Beneficiary institution;
* Articles in newspapers and/or websites.
 | * Administrative capacities to implement commitments under the SAA;
* Budgetary solidity;
* Fluctuation of trained staff is limited;
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| **Results**  | **Objectively verifiable indicators** | **Sources of Verification** | **Assumptions** |
| 1. Further improved expertise, capability and capacity of the APC staff to identify potential infringements, instigate proceedings and undertake full procedure;
2. APC staff trained and able to conduct economic analysis with supporting evidence submitted by parties and other undertakings, as well as evidence found during dawn raid;
3. APC staff trained and prepared to work on complex antitrust cases;
4. APC staff trained and prepared to conduct on-the-spot inspections and secure evidence collection;
5. Improved enforcement record of the APC;
6. APC case handlers provided with on-the- job mentoring and counselling in individual case instigation and procedure;
7. Study trip to a Competition Authority from an EU member state conducted.
 | 1.1. Increase in the number of cases initiated ex-officio by APC in comparison to 2017 by 20%;2.1. Increase in the number of economic analyses conducted compared to 2017 (by one (1)) and sector inquiry started;* 1. At least one (1) new antitrust case discovered and processed;

4.1. Increase in the number of inspections on spot conducted compared to the 2017 (by at least one (1);5.1. Improved Enforcement Record of the APC compared to 2017; 6.1. Increase in the number of cases initiated ex-officio by APC in comparison to 2017 by 20%;7.1. Study visit to a EU MS Competition Authority;  | * Project reports;
* Evaluation reports;
* Minutes from the Steering Committee Meetings;
* Articles in newspaper and/or websites;
* APC annual report.
 | * Enough absorption capacity at the beneficiary for the planned activities of the Twinning light;
* Trained staff will be given the opportunity to activate their newly acquired skills in the day-to-day work and will stay in their positions subsequent to the finalisation of the project;
* Project leader and experts engaged fully correspond to the profile sought by the Beneficiary institution.
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1. Working days [↑](#footnote-ref-1)
2. As described under: 5.2 Institutional Framework [↑](#footnote-ref-2)