

STANDARD TWINNING PROJECT FICHE
Support to the Monitoring and Control of the OP HRD Funded Operations

1. Basic information

1.1 Programme: Instrument for Pre-Accession Assistance (IPA) Operational Programme Human Resources Development (OP HRD)

1.2 Twinning Number: MK10/IB/SO/01 TWL

1.3 Title: Support to the monitoring and control of the OP HRD funded operations

1.4 Sector: Employment and Social Affairs, OP HRD Priority Axis 4 Technical Assistance

1.5 Beneficiary country: the Beneficiary country¹

2. Objectives

2.1 Overall Objective(s)

The overall objective of the project is to achieve efficient and sound management and implementation of the OP HRD (Multi-annual Operational Programme “Human Resources Development” 2007-2013) in the framework of decentralized management, in accordance with the IPA Implementing Regulation and the Financing Agreement concerning the OP HRD.

2.2 Project purpose

The purpose of this twinning project is to further strengthen the system/institutional framework and the human capacities within the Operating Structure (OS) on monitoring and control of operations/projects, in order to ensure efficient and effective implementation of the OP HRD in compliance with the relevant EU and national rules.

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

The twinning project contributes to the efforts of the country to strengthen the decentralised management system (DIS) for IPA in the field of human resources development in accordance with the National Programme for the Adoption of *Acquis*, adopted by the Government.

The strategic overall objective for OP HRD 2007-2013 is “to foster the development of human resources, in particular by improving the quantity and quality of human capital, leading to more and better jobs, higher growth and development and the increased national competitiveness at international level”.

¹ As per Amendments to the Financing Agreement concerning the Multi-Annual Operational Programme “Human Resources Development” for EU Assistance from the Instrument for Pre-Accession Assistance under the Human Resources Development Component – CCI 2007 MK 05 IPO 001, entered into force on 19th December 2012.

Furthermore, the twinning project addresses the weak administrative capacity noted by the Commission in its “2012 Progress Report” concerning preparations for participation in the European Social Fund. Particularly, “the weak administrative capacity is having an adverse impact on the quality of project and programme management”.

3. Description

3.1 Background and justification

The country is eligible for all components of the Instrument for Pre - Accession Assistance, as stated in IPA Council Regulation (EC) No. 1085/2006, adopted on 17 July 2006.

This Operation is needed given the following new issues that have been recently affecting the overall implementation of the Multi-annual Operational Programme for Human Resources Development:

High turnover of the staff with recent recruitment of new employees in the positions related to the monitoring of the programme and of the related Operations;

Increase of the number of projects both in the pipeline and in implementation;

Acknowledge need for harmonisation of procedure and practices in order to increase the efficiency of the monitoring activities.

Moreover, under the implemented Twinning Project "EU support on the preparation of the Country to manage the European Social Fund the following recommendations were provided: *“The management structure of the Beneficiary is no different from the other candidate countries or new Member States: the procedures created to manage the IPA funds are overly bureaucratic and complicated. In addition to PRAG rules there are a huge amount national procedures included that makes the system even more bureaucratic and time consuming. There are too many and too detailed documents that bring overwhelming bureaucracy. Also they are too demanding responsibilities compared to the number of the civil servants. These types of very formal and complex processes cause multiple work, unclear responsibilities, waste of resources and delays. Moreover, the system is based on numerous checks and checking of checks and contradicting orders with different interpretations. [...]*

To ease and simplify the procedures more powers and responsibilities could be given to the line ministries so that they have a clear mandate or competence area where they are fully responsible. The line ministries could be fully responsible for the preparation of projects and OIS (operation identification sheet) and also for the project selection, monitoring and guidance (like final beneficiaries are under ESF). Currently both programming and monitoring is spread inside the OS. In addition, the tasks inside the OS could be reorganized in a more efficient manner“.

3.1.1 Operational Programme for Human Resources Development 2007-2013 (IPA Component IV)

IPA funds under the Human Resources Development (HRD) Component are implemented through the Multi-annual OP HRD 2007-2013. The HRD Component has the specific objective of

preparing the country to implement and manage the EU Cohesion Policy, in particular in preparation for the European Social Fund (ESF). It should also contribute to the strengthening of the economic and social cohesion and to the priorities of the European Employment Strategy in the field of employment, education and training, and social inclusion.

The OP HRD covers a period of seven years (2007-2013). The OP HRD consists of the following priorities:

Priority axis 1: Employment - Attracting and retaining more people in employment;

Priority axis 2: Education and training - Investing in human capital through better education and skills;

Priority axis 3: Social inclusion - Promoting an inclusive labour market;

Priority axis 4: Technical assistance.

The OP HRD 2007-2013 is implemented by national authorities under decentralized management with ex-ante controls performed by the Delegation of the European Union in Skopje.

On 16 October 2009, the European Commission adopted the Decision conferring management powers relating to the HRD Component under IPA Component IV². The Financing Agreement for the OP HRD 2007 - 2013 was signed on 26 November 2009 between the country and the European Commission³.

3.1.2 General Institutional Frame for OP HRD

The following bodies and authorities constitute the institutional frame of the OP HRD:

a) Operating Structure⁴:

Operating Structure for the HRD Component of IPA comprises Central Financing and Contracting Department (CFCD) within the Ministry of Finance and the respective structures for IPA implementation established within the Ministry of Labour and Social Policy (MLSP) and Ministry of Education and Science (MES). The OS shall be responsible for managing and implementing the OP HRD in accordance with the principle of sound financial management.⁵

- **Head of Operating Structure (HOS)** is an official of the Ministry of Finance, heading the CFCD, responsible for the operations of CFCD/ and the OS and for sound financial management of the projects to be implemented under DIS.
- **IPA Coordinators (IC) for HRD** are officials appointed by the MLSP and MES responsible for the IPA structure established within the respective line ministry and who

² Decision C(2009)7962 as of 16.10.2009

³ <http://cfcd.finance.gov.mk/>

⁴ As per Article 28 of the EC Regulation No 718/2007 of 12 June 2007, implementing the Council Regulation (EC) No 1085/2006 and establishing the IPA Structures, as well as the Decree on Determining Mutual Relations between the Bodies and the Structures of Decentralised Management of the First Four Components under the IPA "Official Gazette No. 132/2008").

⁵ Idem.

shall ensure that technical aspects of the preparation and the implementation of OP HRD are carried out in an effective and timely manner.

- b) National IPA Coordinator (NIPAC) is the Deputy Prime Minister responsible for EU affairs in the country, who shall ensure the overall coordination of assistance under the IPA Regulations.
- c) Strategic Coordinator (SC) is the Deputy Prime Minister in charge of economic affairs, appointed as a Strategic Co-ordinator for the Regional Development and Human Resources Development Components of IPA.
- d) National Authorising Officer (NAO) is high ranking official of the Ministry of Finance, heading the National Fund and being entrusted the overall responsibility for the financial management of EU funds, and effective functioning of the management and control systems.
- e) National Fund (NF) is a central treasury entity within the Treasury Department in the Ministry of Finance through which the EU pre-accession funds are channelled towards the country that supports NAO in fulfilling its responsibilities for effective functioning of management and control systems.
- f) Audit Authority (AA) is a functionally independent body that audits the organisational set-up and the functionality of the structures and the control systems for management of pre-accession funds of EU.
- g) Sectoral Monitoring Committee is the main body responsible for monitoring the implementation of the OP HRD and consists of representatives of the EC, NAO, NIPAC, SC, HOS, OS, line ministries, socio-economic partners and the civil society organisations, co-chaired by HOS and the EC.

This twinning project should provide support to the OS for the HRD Component, in particular to the Units for Monitoring and Evaluation of IPA Component I&IV in the MLSP and MES to efficiently and effectively implement their functions and tasks.

3.1.3 Monitoring on operation and programme level

Monitoring of operations and programme is a common task of the OS for IPA HRD component. However, tasks and responsibilities with regards to the monitoring are divided between the CFCD on one hand and MLSP/MES on another.

CFCD is responsible for monitoring the implementation of the OP HRD and projects, as well as for supervision of the operation and functioning of the OS for Human Resources.

Within the MLSP and MES, the Units for IPA Monitoring and Evaluation of IPA are responsible for assisting the IPA Coordinators in implementation of the tasks designated by the HOS under separate Operational Agreements.

The Units for IPA Monitoring and Evaluation in MLSP and MES are in charge for monitoring on project and programme level.

Monitoring on project level consists of approval of Contractors and Grant beneficiary's reports, timesheets, invoices and requests for payments, trainings for grant beneficiaries under OP HRD grant schemes, etc.

Monitoring of the programme consists of collection of data, maintaining database on monitoring indicators and reporting.

The HOS retains overall responsibility for the correct execution of tasks delegated to the IPA Coordinator. The Programme Monitoring Unit in CFCD conducts its own checks of the projects according to its Manual of Procedures.

There are 42 employees in the OS for IPA Component IV, out of which 17 in total in the line ministries; 12 employees work on monitoring of IPA component IV (4 in MLSP, 3 in MES and 5 in CFCD), while the remaining are focused on programming, procurement, quality control, finance. One third of the monitoring officers were employed in 2012.

The OS has experience in monitoring different types of contracts such as twinnings, grants, services. The practice showed the need to improve the monitoring system and tools established. Namely, more precise division of tasks between CFCD and line ministries, streamlining of procedures and more useful tools for operational monitoring would increase the efficiency. This is especially important as the number of projects rises over time and consequently the workload of the monitoring officers.

3.2 Linked activities

The following projects, implemented in the last years through EU assistance are related to the capacity building of the OS:

Project title: *EU support on the preparation of the country to manage the European Social Fund through implementation of the Human Resources Component of the IPA instrument* (IPA - OP HRD)

Duration: January 2011 – March 2012

Description: The overall objective of the project was to assist and train the OS administration to achieve efficient implementation, monitoring, evaluation, administration and communication of the multi-annual Operational Programme “Human Resources Development 2007-2013” and to prepare the country to manage the European Social Fund. Component 3 “Programme and Project Management and Monitoring of the project” dealt with monitoring on programme and project level. The OS staff was trained to monitor and evaluate the progress on a contract level. In addition, training was organized about risk management. The project provided recommendations related to the system set-up, the role of the different actors in the OS and the procedures.

Project title: *Technical Assistance for strengthening the capacity of the institutions to manage and implement the operational programmes (IPA 2008 Component I – Transition Assistance and Institution Building (TAIB)*

Duration: April 2011 – February 2013

Description: The aim of the project was to further strengthen the administrative capacities of the country and the institutional framework in order to achieve sound and efficient management of the EU funds. Moreover, the Project provided training and support on monitoring and evaluation, and donor coordination with a specific accent on programming.

Project title: *Interim evaluation (IPA - OP HRD)*

Duration: June 2011 – April 2013

Description: The global project objective is to improve the quality and relevance of the programming of IPA funds under Component Human Resources Development.

The project encompassed: 1) design of tools and implementation of evaluation works in order to calculate the indicators included in the OP HRD; 2) implementation of Interim Evaluation on the first period of implementation of the OP HRD 2007-2013.

Title: *Establishment of the Management Information System (MIS)*

Duration: May 2010 – February 2012

Description: The project supported development of a MIS. MIS provides for aggregation of data and information up to OP HRD level needed for efficient performance of duties of the OS staff, functional monitoring and reporting, efficient work of the Sectoral Monitoring Committee and the IPA Monitoring Committee, etc.

3.3 Results

The results to be achieved by the project are as follows:

Result 1: Increased capacity of the institutional set up for monitoring on project and programme level streamlined for ensuring sound financial management of the OP HRD

To achieve the aforementioned result, the following activities should be implemented:

1.1 Revise the monitoring system defined in the Operational Agreements and Manual of procedures to ensure efficient monitoring function of the OS. The revision will encompass:

- Division of labour and responsibilities between CFCD and line ministries;
- Procedures, methods and tools for monitoring and control of all types of contracts under OP HRD;
- Reporting, with special emphasis on the sources of information and the content of the reports;
- Usage of the MIS;
- Control environment procedure (risk management on a project and programme level and irregularities);
- Transparency (information and publicity) and visibility requirements on project and programme level;
- Procedures for retention of documents required to ensure an adequate audit trail.

1.2 Revise and improve the Guidelines for Grant Beneficiaries⁶ and in particular the rules for implementation of grant projects such as:

- Rules for implementation of public procurement by grant beneficiaries;
- Rules on visibility and transparency and templates according to the EU Communication and Visibility Manual;

⁶ Guidelines for Grant within Human Resources Development Component of the IPA, March 2012 available at: http://cfcd.finance.gov.mk/content/resources/sites/CFCD/misceleniousFiles/Guidelines_for_Grants.pdf

- Financial management of grant projects.
- 1.3 Align the methodologies and procedures for monitoring the implementation of OP HRD with the principles and methodology of the Results Oriented Monitoring System of the European Commission⁷.
 - 1.4 Establish mechanism/tools for obtaining systematic feedback from the monitoring officers as an input for preparation of new operations.

Result 2: Capacity of the OS strengthened for monitoring of project and OP HRD in compliance with the EU regulations and the best practices

To achieve the aforementioned result, the following activities should be implemented:

- 2.1 Guide the specialists for monitoring issues such as secondary procurements, on-the-spot visits/checks, expenditure verifications of administrative, financial, technical and physical aspects of operations/all type of contract, irregularities, risks management, financial management on project level, analytical presentation of the output and outcome indicators, visibility and publicity rules, etc.
- 2.2 Assist OS staff to apply the principles and methodology of the Results Oriented Monitoring of OP HRD.
- 2.3 Introduce the tools for effective communication and cooperation between OS and Contractors/Grant Beneficiaries and partners during every phase of the project life cycle (e.g. information collection and distribution, performance reporting, project control).

3.4 Activities

The Twinning project should not be a one-way technical assistance from a Member State to a Beneficiary Country. It must help to introduce and share EU wide best practices in connection with Community legislation and specific needs of the Beneficiary Country in the field implementation of HRD projects.

The Twinning assistance will be provided in the form of know-how transfer, and could be delivered through:

- *Advice and coaching sessions*: The training and the on-going support/advice to OS could cover all its tasks related to monitoring of operations⁸. These coaching and advice activities will help for the fine tuning of the whole process of managing and implementing of the OP HRD. Support should be provided during monitoring the physical progress and financial management on project level.
- *Revision of the institutional set up and procedures*: The Twinning partner will review and revise the existing Operational Agreements and Manual of Procedures. The revision must take into account recommendations from previous projects and experience from the past

⁷ See http://ec.europa.eu/europeaid/how/ensure-aid-effectiveness/monitoring-results_en.htm

⁸ Commission regulation (EC) N. 718/2007, article 28

implementation of OP HRD. The task will be done in close cooperation and consultation with key staff of the involved institutions and will lead to modifications to improve the overall day-to-day implementation of the operations and OP HRD in general.

- Tailor made training programme: This project will include the development and implementation of a tailor-made training programme for the staff of the OS. The programme will build upon the trainings elaborated in the previous projects and will be based on the training needs of the OS employees. The training will primarily target monitoring officers in the OS, but other employees involved in the implementation of the OP HRD may be involved when it is necessary for better performance of the overall system. The training programme will focus on all aspects of monitoring of the OP HRD implementation.
- Seminars, workshops and conferences: Seminars, workshops and conferences could be organised as part of the training programme.
- Study tour: Study tour on technical issues will be organised for representatives of the OS to Member State for exchange of good practices and experience in connection with implementation of ESF programmes. Costs for travel by Beneficiary Country officials from their capitals to a Member State in the framework of study visits have to be borne by the Beneficiary Country administration as co-financing.
- Assessment: Every activity within the Twinning Project will be assessed and the results will be compiled and presented in the reports.
- Activities for sharing of experience: The project will include activities for sharing of experience which is fundamental for further advancement of the system.

3.5 Means / Inputs from MS Partner administration

The project will be implemented in the form of a Twinning Light Contract between the Beneficiary country and an EU Member State. The Twinning Light Project is envisaged to 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 – including a Project Leader and maximum 15 Short Term Experts (STEs) with suitable knowledge to carry out the activities described.

The interested Member State institution shall include in its proposal the CV's of the designated Project Leader and the proposed STEs as well as their specific tasks to which they will be assigned to.

3.5.1 Profile and tasks of the Project Leader of the Member State

Qualifications:

The Project Leader will:

- be a high-ranking public or civil servant of a Member State administration in charge of the management of ESF;
- have a University degree;

- have experience of at least 7 years in supervising, managing, implementation, monitoring of the ESF with particular attention to reporting and financial control;
- be fluent in English.

Tasks:

- to conceive, supervise and monitor the overall project;
- to coordinate MS expert's missions and activities;
- to maintain progress of the project;
- to draw up start-up and final report in accordance with the Twinning Manual;
- co-manage the implementation of the project with the Beneficiary Country Project Leader.

3.5.2 Profile and tasks of the Short-term experts (STE)

Up to 15 short-term (STEs) experts:

Other specialist staff will be made available by the Twinning Partner to support the implementation of activities. Specific and technical matters can be taken over by short-term experts within the limits of the budget. Considering the size of the host-administration, the number of STEs should be reasonable (not more than 15 in total).

Qualifications and skills:

STEs will:

- have a University-level degree;
- be public or civil sector expert;
- have at least 3 years of practical experience in specific issues related to the purpose of the mission, such as procurement and/or implementation and/or monitoring of ESF projects and programmes in a Member State, etc.;
- be fluent in English.

Tasks:

More specifically, STEs will:

- Prepare and implement training tasks based mainly on practical cases and experience;
- Provide practical expertise /hands-on advices to staff of OS for the execution of tasks related to the monitoring activities. He/she will support the monitoring experts within the

OS in the whole process of the monitoring activities, that are foreseen in the Internal Manual of Procedure of the IPA Component IV, including monitoring visits/on-the spot checks of the all type of contracts funded under the OP HRD;

- Provide support in management of the monitoring system (collecting output indicators and data on contract level as well as result indicators and data on OP HRD level and analysis of collected indicators and data);
- Assist in revision and improvement of relevant Internal Manuals of Procedures for IPA component IV and for improvement of database.

4. Institutional Framework

4.1 Beneficiary institutions

The Beneficiary institutions include:

OS for the IPA HRD Component which consists of the following institutions:

- CFCF within the Ministry of Finance;
- IPA Units in the MLSP and the MES.

The MLSP is foreseen to be a coordinator of the project.

Technical implementation of the project which means day-to-day coordination and implementation of the project activities will be responsibility of all three institutions.

The beneficiary institutions are 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.

4.2 Project Steering Committee

A Project Steering Committee (PSC) will be established to monitor the implementation of the project. The PSC comprising representatives of the bodies of OS, the Beneficiary Country Project Leader, the Member State Project Leader and other stakeholders. The representative from the Delegation of the European Union will also attend meetings of the PSC, as observer.

Any member to the PSC should be approved by the Contracting Authority. The final and exact composition of the PSC will be agreed with the Contracting Authority at the start up of the project.

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 the Beneficiary country (one visit every three months) as part of his overall task to ensure coordination and

steering of the project, should be organised at the same time as the two Steering Committee meetings of the project.

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 Project Steering Committee meetings shall be held during the project implementation:

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

5. Budget (indicative)

The project will be implemented through a Twinning Light Contract estimated at a maximum of EUR 250 000. The EU investment rate will be: 85%.

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 Institutions, 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;
- Organization 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;
- Interpretation and translation up to 7% of the budget etc.;
- Per diems and incidental costs for the study visit;

The project will be located in the premises of the MLSP.

The Beneficiary institutions will provide the necessary conditions for the STEs to perform their work while on mission to the BC and logistical support for various training activities, including

selection of trainees (in consultation with the Member State experts), as well as providing the Member State experts with the documents necessary for project implementation.

The twinning partner (project beneficiary) shall provide all available assistance to solve unforeseen problems that the Member State twinning partner(s) might face.

Advance payment: 80% of the total budget

The Twinning Manual and all the provisions therein will apply to the contract.

6. Implementation Arrangements

6.1 Implementing agency responsible for tendering, contracting and accounting

The Central Financing and Contracting Department of the Ministry of Finance will be responsible for tendering, contracting, payments, accounting and overall supervision of the implementation of the project. The Head of CFCD will act as the Head of Operating Structure of the project:

Ms. Radica Koceva
Head of the Operating Structure for the first four IPA Components
Ministry of Finance / Central Financing and Contracting Department
Address:
Sv. Kiril i Metodij 54, 1000 Skopje
E-mail: radica.koceva@finance.gov.mk
Ph: +389 2 3106455
Fax: +389 2 3106612

6.2 Main counterpart in the BC

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

Ms. Radica Koceva
Head of the Operating Structure for the first four IPA Components
Ministry of Finance / Central Financing and Contracting Department
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IPA Coordinators:

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The BC Project leader:

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6.3 Contract

One Twinning Light contract is foreseen for the implementation of the above mentioned activities, with an indicative amount of 250 000 EUR.

6.4. Reporting

The twinning partner shall submit following reports, following the templates of the latest Common Twinning Manual:

- **Start-up Report** covering the first two months of the contract and submitted during the first week of 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 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 remaining duration of the project.
- **Draft Final Report** shall be submitted within one month 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.
- **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.

In addition to these formal reporting stages, the twinning partners are obliged to inform in writing the Contracting Authority and the SC, as well as the final beneficiary, of the action of any critical aspects or conditions of project implementation, or any amendments/modifications necessary within the budget.

All reports must be produced in English. **These reports shall be signed by both Member State and Beneficiary Country Project Leaders, and be submitted to the Contracting Authority, MLSP and MES.** Each report must be presented in electronic format and 4 hard copies one week prior to the Steering Committee meetings to the relevant participants.

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

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals

The date for the launching of the call for proposals is: July 2013

7.2 Start of project activities

The start of project activities is tentatively scheduled for: November 2013.

7.3 Project completion

The project tentative end is scheduled for June 2014.

7.4 Duration of the execution period (number of months):

Duration of the contract is 11 months; where 8 months are for implementation of activities and 3 months for starting up and closure of activities.

The information provided in the tables below is only indicative and is subject to change, by which the MS can propose different outline regarding number of man-days.

Tasks	Months (x = working days)	Input (WD -
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8. Sustainability

The project sustainability will be guaranteed through the improved structures, legal framework and procedures for monitoring that will directly contribute to more efficient and effective implementation of OP HRD.

Therefore, the main impact of the project relates to increased capacity and improved control mechanisms of key stakeholders involved in OP HRD management and hence proper management of EU and national funds in the area of employment, education and social inclusion.

The MS Twinning partners shall transfer the know-how necessary to achieve the mandatory results to the Beneficiary administration. During the project, the twinning partners should develop documents/handouts, guidelines that will be easily accessible for later use by the beneficiary administration. Staff benefiting from trainings shall transfer knowledge through subsequent training to their colleagues. Moreover, the proposed Evaluation/Lessons Learnt Seminar at the end of the implementation which capitalises and presents the concrete results with practical implications for further follow up will add to the sustainability of results.

Furthermore, the project will contribute to better communication and information flow among all the actors involved in the implementation of OP HRD - line ministries, CFCD, grant beneficiaries such as NGOs, social partners, municipalities, etc.

The project will also contribute to improvement of the programming of new operations by establishing tools for systematic feedback from the on-going implementation.

9. Crosscutting Issues

9.1 Equal opportunities

Equal opportunity for men and women to participate in the project will be guaranteed in accordance with EU standards and the Law on Equal Opportunities on Women and Men of the country.

All other forms of discrimination will be banned in accordance with applicable legislation.

The twinning partner is expected to provide specific advice and training on the way to monitor and evaluate the equal opportunities mainstreaming within IPA.

9.2 Good governance

All relevant requirements to insure a sound financial management of the project will be fulfilled in accordance with the principle of good governance.

The fight against corruption is a horizontal theme of OP IV and necessary provisions will be taken in accordance of article 19 of R.(EC) N. 718/2007 :

“[The] beneficiary countries shall take any appropriate measure to prevent and counter any active or passive corruption practices at any stage of the procurement procedure or grant award procedure or during the implementation of [the] contract.”

9.3 Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with R. (EC). N. 718/2007⁹.

10. Conditionality and sequencing

10.1 Conditionality

Full and smooth implementation requires commitment of the management of the Beneficiary institutions.

To achieve this objective, a special attention has to be given to the following issues:

- The HOS has to appoint the Project Leader and indicate and make available the relevant beneficiaries` staff that will be involved during the Twinning implementation.
- Full coordination and transparency in the work of all key players involved.
- The Twinning partner will be provided with adequate infrastructure to operate effectively and in the most efficient and relevant way¹⁰.

10.2 Sequencing

Keys milestones will be:

- Approval of the Twinning project;
- Successful completion of a partner search;
- Signature of the Twinning contract;
- Commencement of the twinning partnership;
- End of the implementation period;
- Submission of the final report.

11. Annexes to Project Fiche

1. Logical framework matrix in standard format

⁹ See Article 62 and 63 of R. (EC) N. 718/2007

¹⁰ See Twinning Manual, Section 4, item 4.4 Inputs of BC (Staff & Infrastructure) and Section 5, item 5.13: Twinning Costs not covered by the EU

ANNEX 1: Logical frame in standard format

LOGFRAME PLANNING MATRIX	Support to the Monitoring and Control of the OP HRD Funded Operation		
		Total budget: €250 000	IPA budget: €212 500

Overall objective	Objectively verifiable indicators	Sources of Verification
The overall objective of the project is to achieve efficient and sound management and implementation of the OP HRD (Multi-annual Operational Programme “Human Resources Development” 2007-2013) in the framework of decentralized management, in accordance with the IPA Implementing Regulation and the Financing Agreement concerning the OP HRD.	80% absorption rate of OP HRD funds	Certificate of Assurance Final Report

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The purpose of this twinning project is to further strengthen the system/institutional framework and the human capacities within the OS on monitoring and control of operations/projects, in order to ensure efficient and effective implementation of the OP HRD in compliance with the relevant EU and national rules.	% of utilized eligible cost of the contracted projects within OP HRD 12 months after the project ends	Progress reports Annual implementation report	<ul style="list-style-type: none"> - The HOS appoints the Project Leader and indicates and makes available the staff that will be involved during the Twinning implementation. - There is a full co-ordination and transparency in the work of all key players involved.

			- The Twinning partner is provided with adequate infrastructure to operate effectively and in the most efficient and relevant way.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Result 1: Increased capacity of the institutional set up for monitoring on project and programme level streamlined for ensuring sound financial management of the OP HRD</p> <p>1.1 Revised monitoring system defined in the Operational Agreements and Manual of procedures to ensure efficient monitoring function of the OS.</p> <p>1.2 Revised and improved the Guidelines for Grant Beneficiaries and in particular the rules for implementation of grant projects</p> <p>1.3 Aligned methodologies and procedures for monitoring the implementation of OP HRD with the principles and methodology of the Results Oriented Monitoring system of the European Commission</p> <p>1.4 Established mechanism/tools for obtaining systematic feedback from the monitoring officers as an input for preparation of new operations</p> <p>Result 2: Capacity of the OS strengthened for</p>	<p>1. Number of operational and management procedures revised and approved at the end of project implementation</p> <p>2. Satisfaction rate of trained staff of the OS</p>	<p>Project documents</p> <p>Progress reports</p> <p>Evaluation of trainings</p>	<p>Both parties (MS and BC) mobilize appropriate human and financial resources</p>

<p>monitoring of project and OP HRD in compliance with the EU regulations and the best practices</p> <p>2.1 Specialists guided for monitoring issues such as secondary procurements, on-the-spot visits/checks, expenditure verifications of administrative, financial, technical and physical aspects of operations/all type of contract, irregularities, risks management, financial management on project level, analytical presentation of the output and outcome indicators, visibility and publicity rules, etc.</p> <p>2.2 OS staff assisted to apply the principles and methodology of the Results Oriented Monitoring of OP HRD.</p> <p>2.3 Introduced tools for effective communication and cooperation between OS and Contractors/Grant Beneficiaries and partners during every phase of the project life cycle (e.g. information collection and distribution, performance reporting, project control).</p>			
Activities	Means	Specification of costs	Assumptions
<p>Advice and coaching</p> <p>Revision of the institutional set up and procedures</p> <p>Tailor made trainings</p> <p>Seminars, conferences</p>	<p>Twinning contract</p> <p>(Project leader, up to 15 short-term experts)</p> <p>Facilities for organizing training events</p>	<p>0.25 mil EUR</p>	<p>- Availability and active participation of trainers and staff of the OS;</p> <p>- Ensured facilities and financial resources by the OS;</p> <p>- Support by the management of the OS and Line Ministries</p>

<p>Study visit</p> <p>Sharing of experience</p> <p>Assessment</p>	<p>Equipment for training events</p> <p>Direct and indirect cost of the Beneficiary administration working for the project;</p> <p>Costs for travel by the beneficiary officials from their capitals to a MS or between MS</p>	
		<p>Preconditions:</p> <ul style="list-style-type: none"> - Sufficient number of employees in OS; - Key staff in beneficiary institutions appointed; - Adequate infrastructure available

