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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**  
**REPUBLIC OF NORTH MACEDONIA**

**ACTION DOCUMENT <NUMBER>: EU FOR GOOD GOVERNANCE**

**1. SYNOPSIS**

**1.1. Action Summary Table<sup>1</sup>**

<b>Title of the action</b>	EU for Good Governance
<b>Beneficiary(y)/(ies) of the action</b>	Republic of North Macedonia
<b>Proposed year of financing</b>	2026 2027
<b>OPSYS</b>	[OPSYS business reference]: <reference>
<b>ABAC</b>	ABAC Commitment level 1 number: <reference>
<b>Basic Act</b>	Financed under the Instrument for Pre-accession Assistance (IPA III)
<b>Economic and Investment Plan (EIP)</b>	Yes Priorities: “Digital” (65%), “Rule of law, governance and Public administration reform” (35%)
<b>EIP Flagship</b>	No
<b>Team Europe</b>	No
<b>Programming document</b>	IPA III Programming Framework
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>Window and thematic priority</b>	Window 2 Good governance, EU Acquis alignment, Good neighbourly relations and strategic communication 100% Thematic Priority 1: Good governance 100%
<b>Sustainable Development Goals (SDGs)</b>	Main SDG: 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.
<b>DAC code(s)</b>	Main DAC Code: 151 Government & Civil Society-general (100%) 15110 Public sector policy and administrative management (100%)
<b>Main Delivery Channel</b>	12000- Recipient Government
<b>Targets</b>	<input checked="" type="checkbox"/> Climate

<sup>1</sup> This section is to be completed by the EU Office/Delegation.

	<input checked="" type="checkbox"/> Gender			
	<input type="checkbox"/> Biodiversity			
<b>Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition <sup>2</sup> @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Internal markers and Tags</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	EIP	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	EIP Flagship	NO <input checked="" type="checkbox"/>	YES <input type="checkbox"/>	
	Tags:	NO	YES	
	Transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Environment and climate resilience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Digital	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Economic development (incl. private sector, trade and macroeconomic support)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Human Development (incl. human capital and youth)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

<sup>2</sup> Please check the [Handbook on the OECD-DAC Nutrition Policy Marker](#).

	Health resilience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Migration and mobility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Agriculture, food security and rural development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Rule of law, governance and Public Administration reform	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Other	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Digitalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Tags	NO	YES	
	digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital entrepreneurship	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital skills/literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Tags	NO	YES	
	digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	education and research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>Amounts concerned</b>	Budget line: <budget line> Total estimated cost: EUR 17 000 000.00 The contribution is for an amount of EUR 10 000 000.00 from the general budget of the European Union for 2026 and for an amount of EUR 7 000 000.00 from the general budget of the European Union for 2027 subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>Implementation modalities (management mode and delivery methods)</b>	<b>Direct management</b> through: - Procurement			
<b>Final Date for conclusion of Financing Agreement</b>	At the latest by 31 December 2027 for IPA 2026 At the latest by 31 December 2028 for IPA 2027			

<b>Final date for concluding contribution / delegation agreements, procurement and grant contracts</b>	3 years following the date of conclusion of the financing agreement, with the exception of cases listed under Article 114(2) of the Financial Regulation
<b>Indicative operational implementation period</b>	72 months following the conclusion of the Financing Agreement
<b>Final date for implementing the Financing Agreement</b>	12 years following the conclusion of the Financing Agreement

## 1.2. Summary of the Action

Public administration reform (PAR) is crucial for successful implementation of ongoing sectoral reforms in North Macedonia and, together with functioning of the rule of law and economic criteria, is at the heart of EU's enlargement process. The overall goal of this action is to promote good governance and increase compliance with Union's values by strengthening professionalism, integrity, transparency and accountability across public administration and improving digital environment for better functioning of the administration.

The action is focusing on:

- Enhancing institutional capacity of North Macedonia administration i.e. build capacities of public administration by improving the system for human resource management and promotion of integrity in public administration in line with the EU's aim to modernize public institutions, making them more responsive and capable of meeting the good governance objectives.
- Supporting digital transformation i.e. strengthen public services delivery through digital solutions and skills enhancement, enable digitalisation of administrative processes and improve digital and media infrastructure for enhanced monitoring and service delivery thus creating more efficient, transparent, and accountable public services and modernization of public administration.

The action is linked with the **IPA III Programming Framework**. Interventions focusing on modernisation of public administration are directly contributing to the Thematic Priority 1 under Window 2. The action reflects the commitment of North Macedonia to modernize its public administration by improving human resource management systems, improving accountability, enhancing digital infrastructure and services, improving transparency, and ensuring better public access to essential services. This is fully in line with IPA III's policy-based approach that emphasizes good governance as a prerequisite for sustainable development and EU alignment.

The action will complement the planned achievement of the **Reform Agenda** by sustaining the results in enhanced capacities of national institutions across public administration and addressing the remaining challenges. More precisely, the action is relevant to the results achieved under sub-area Public Administration Reform. The Reform Agenda will focus on the reorganization and optimization of the state administration, as well as improvements in the civil service. The action will continue the efforts by investing further in human resource management, its digitalisation, and making the public service more appealing as a workplace. This action also aligns with and continues the work started within the Reform Agenda under sub-area Digitalisation, ensuring no duplication but rather complementing and expanding on the initial reforms.

This action contributes to SDG 16 (Peace, Justice, and Strong Institutions) by promoting inclusive, transparent, and accountable institutions. Through digitalisation and capacity-building efforts, the action will strengthen mechanisms that allow citizens to access public information and hold their government accountable.

The action supports the objectives of the EIP by aligning its focus on institutional reform and good governance. By digitalizing key accountability processes and empowering oversight of institutions, North Macedonia will

build a more resilient and transparent public administration capable of supporting broader EU integration objectives.

### 1.3 Beneficiar(y)/(ies) of the Action

The action shall be carried out in the Republic of North Macedonia.

## 2. RATIONALE

### 2.1 Context

Public administration reform (PAR) is an essential requirement for the implementation of ongoing sectoral reforms in North Macedonia. Equally, progress in the public administration reform, together with functioning of the rule of law and economic criteria, is at the heart of EU's engagement with enlargement countries in the Cluster 1 Fundamentals. This has been translated into the country's strategic framework governing public administration reforms with the objective of achieving "professional, high-quality and service-oriented public administration, which is the key to achieving economic growth, strengthening competitiveness, improving the quality of life and dealing with all challenges in society."<sup>3</sup> According to the 2022 Sigma Regional Overview of Monitoring Reports for Western Balkans<sup>4</sup>, North Macedonia was the only administration that improved its strategic framework for PAR and made good progress in public procurement and accountability in the 2017-2022 period. The 2023 North Macedonia Report confirms that the country is moderately prepared in the reform of its public administration and that there are ongoing efforts to improve delivery of services to citizens and businesses. The country is also in between some and moderate level of preparation in the prevention and fight against corruption.<sup>5</sup> Positive developments were noted in strengthening the country's capacities to implement relevant anti-corruption instruments<sup>6</sup>, which is highly related to the efficiency, transparency and integrity of the public administration.

Despite some progress in digitalisation, the country has not fully capitalized on digital solutions to enhance public service delivery, transparency, and monitoring. Public institutions often lack the equipment and software necessary to fully utilise the national interoperability platform. According to the 2023 North Macedonia Report, this gap hinders the government's ability to meet EU digitalisation standards and to provide equitable access to essential public services such as healthcare, education, and administrative processes. According to the EC eGovernment Benchmark 2023 Factsheet, 44% of North Macedonia's public services are available online, compared to 84% in the EU. The country is currently undertaking significant efforts to modernise public administration and digital infrastructure closely aligned with EU standards and policies. The Ministry of Digital Transformation has been established to "accelerate digital transformation in the country, advance infrastructure and technologies for digitalisation, and keep pace with global developments."<sup>7</sup>

The EU has been providing strategic direction and substantial financial and technical support in this area. In that respect, this action is linked with the **IPA III Programming Framework**. Interventions focusing on modernisation of public administration are directly contributing to the thematic priorities listed under Window 2. The focus of this Window is to enhance public governance and ensure alignment with the European Union's rules, values, and standards, which are essential for the region's integration into the EU. The action reflects the commitment of North Macedonia to modernize its public administration by improving human resource management systems, improving accountability, enhancing digital infrastructure and services, improving transparency, and ensuring better public access to essential services. This is fully in line with IPA III's policy-based approach that emphasizes good governance as a prerequisite for sustainable development and EU alignment. One of the key elements of this alignment is the digital transformation of public administration, which is central to the EU's priorities under the **Digital Compass** framework. The action's focus on improving

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<sup>3</sup> North Macedonia Public Administration Reform Strategy 2023-2030

<sup>4</sup> <https://www.sigmaweb.org/byexpertise/strategicframeworkofpublicadministrationreform/Regional-Overview-Western-Balkans-Monitoring-February-2022.pdf>

<sup>5</sup> North Macedonia Report 2023, page 21

<sup>6</sup> GRECO: Second Compliance Report North Macedonia published in October 2023

<sup>7</sup> Statement by the Minister for Digital Transformation, 3 July 2024

digital infrastructure and innovative skills reflects the recognition that effective public service delivery requires modern, interoperable systems that are accessible and efficient. This transformation is critical for addressing the ongoing challenges of public administration in North Macedonia, which has been characterized by outdated systems and a lack of digital readiness. The focus on digital and media infrastructure also supports the broader IPA III priority of improving democratic governance and strategic communication. This action contributes to improved access to information and better public accountability, as well as increased transparency in government operations. By building media infrastructure that supports monitoring and service delivery, the action helps to combat disinformation and ensure that citizens are better informed, which aligns with EU objectives for promoting democracy and good governance. In addition, the activities outlined in the action are part of North Macedonia's efforts to align with the EU acquis, particularly in the areas of public administration reform and digitalisation, both of which are critical for achieving the governance standards necessary for EU membership. The action is emerging from the **North Macedonia's Strategic Response** and its identified priorities under IPA III actions. By improving transparency, predictability, accountability and service delivery of public administration, the action is complementing the indicative interventions defined in the Strategic Response.

The action is complementary to the Green Agenda and the corresponding principles of the **Green Agenda for the Western Balkans**, which require public administrations to lead the transition to climate neutrality. The green transition and adaptation to climate change require responses specific to regional and local conditions and needs. The action will contribute to building the capacity of the North Macedonian administration to implement the country's commitments to the Green Deal targets for the benefit of its citizens and economy. The digital transformation promoted through this action will result in more efficient public services, which is essential for reducing the environmental footprint of administrative processes. By digitizing services and enhancing the use of digital infrastructure, the action will help minimize the reliance on paper-based processes, contributing to reduced deforestation, lower carbon emissions associated with paper production and transportation, and overall waste reduction. This supports the circular economy goals of the Green Agenda by promoting the reduction of resource consumption and the generation of less waste in public administration processes. Another indirect impact of this action on the Green Agenda relates to data-driven governance. The improved digital infrastructure and enhanced public service delivery mechanisms will allow the government to better monitor environmental issues, including waste management, energy use, and emissions. By leveraging digital platforms for enhanced monitoring, the action will provide government agencies with the tools they need to collect and analyse data related to environmental challenges. This data can be used to inform more effective environmental policies and ensure that public services contribute to climate resilience and sustainable development, in line with the Green Agenda's priorities.

The action is supporting the implementation of the national strategic framework. First and foremost, the action is contributing to the implementation of the **Public Administration Reform Strategy 2023-2030** and its priority area 1: Policy Development and Co-ordination by investing in strengthening capacities to develop and implement strategic documents relevant for public administration reform for the purpose of creating effective, efficient, transparent, inclusive and evidence-based policy development. The action also focuses on the priority area 2: Public Service and Human Resource Management by improving the public administration HRM system and adoption of automated HR processes to create expert and professional public administration free from political influence. The action is complementary to the priority area 3: Responsibility, Accountability and Transparency by investing in strengthening the public administration's capacities to be accountable to its citizens in order to foster responsible, accountable and transparent operation of institutions and strengthen their integrity and transparency. This action also directly contributes to priority area 4: Digital Transformation, by focusing on measure 4.1.1: Improvement of electronic communication channels and measure 4.1.2: Introducing a SMART environment in the operation of the administration. Through the implementation of digital solutions for public services and the enhancement of digital skills, the action will support the administration's capacity to deliver more efficient, transparent, and citizen-oriented services. Additionally, the action aligns with measure 4.2.1: Digitisation of registers for providing services, by enabling the modernisation of public services and improving accessibility for citizens, particularly through e-services.

This action is directly aligned with and supports the implementation of the **National Development Strategy (draft)**, **National ICT Strategy 2023 - 20230** (draft), the **Strategic Plan of the Agency for Audio and Audiovisual Media Services (2024-2028)**, and the **National Operational Broadband Plan (NOBP)**. Each

of these strategic documents highlights priorities and objectives that are critical for advancing the country's digital transformation, improving public service delivery, and strengthening digital infrastructure, which this action will address.

The action is contributing to the **Economic Reform Program 2024-2026** where identified objectives can be implemented only by "continuing to provide quality and fast services to citizens and businesses, through a modern and efficient public administration, supported by intensive digitisation." The action is aligned with the **2024-2028 Fiscal Strategy**, which, in addition to maintaining macroeconomic stability, identifies the delivery of services in accordance with the principles of reliability, continuity, and quality of service, transparency, availability, and universal service as its long-term objectives.

The action is linked to the objectives postulated in the **National Strategy for Prevention of Corruption and Conflict of Interests 2021-2025** by contributing to increasing the trust in the institutions of the system, efficient use of public resources and strengthening of democracy, social values and exercise of human rights. The action is specifically focusing on the issues of enhancing integrity and accountability in the public sector; implementing the responsibilities in the public sector in a legal, transparent, ethical, economical, accountable and effective manner; ensuring the integrity and transparency in employment and human resource policies in the public sector; strengthening the supervisory and control mechanisms; and digitalisation in the public services.

The action is aligned with the **Gender Equality Strategy 2022-2027**, which aims to integrate a gender perspective into the development, implementation and monitoring of public policies, establish mechanisms for gender equality in the public administration system and enhance existing ones. The action will contribute to the achievement of its overarching objective 1, which is to establish an effective and efficient system for achieving gender equality at the national and local level. This will be done by strengthening effective mechanisms to translate public policies, programmes, services and budgets into concrete benefits for men and women.

The action is compatible with the **Programme for Sustainable Local Development and Decentralization in MKD (2021-2026)** and its objective of enabling effective recovery of municipalities, increase their resilience, financial stability and sustainability of local services. The action is aligned with the **Strategy for Co-operation with and Development of Civil Society 2022-2024** and its objective to improve the environment in which civil society functions and develops, which contributes to the strengthening of democratic governance and establishing a structural dialogue with civil society.

The proposed Action is fully aligned with the goals defined in the draft **National Development Strategy**, in particular Point 2.4. ICT Sector and Infrastructure. The strategy recognizes the vital role that ICT infrastructure plays in promoting economic growth, improving education, enhancing healthcare, and fostering good governance while bridging the digital divide. Furthermore, ICT infrastructure (information systems, technical support for optimisation of processes and hardware components) subject of this action will contribute significantly to promoting good governance by increasing transparency, reducing corruption, and ensuring citizens have online access to government services.

**The Strategic Plan of the Agency for Audio and Audiovisual Media Services** prioritizes improving media regulation, strengthening freedom of expression, and enhancing media literacy. The action contributes to the regulatory goal of improving media pluralism and competitiveness in the media market by addressing the need for enhanced media infrastructure and digital monitoring systems. Additionally, it supports the objective of strengthening the protection of minors and vulnerable groups through improved digital tools and services that ensure safe and reliable media content. The action will also help the Agency meet its mandate under the EU Audiovisual Media Services Directive, particularly in the areas of digital platform regulation and public service transparency.

**The National Operational Broadband Plan (NOBP)** focuses on achieving national broadband targets, particularly in rural and underserved areas. This action is crucial to the NOBP's objectives of expanding broadband access and achieving ultra-fast NGA infrastructure coverage. It aligns with the plan's Measure 1.1: Use of existing optical infrastructure built with public funds by improving and expanding digital infrastructure through strategic public investments. The action also supports the objective of increasing the number of connected institutions and municipalities, ensuring the delivery of essential public services via digital means.

The action is part of the Commission Communication "**A credible enlargement perspective for and enhanced EU engagement with the Western Balkans**" and its initiative to strengthen the public administration reform. Equally, the action is linked to the requisitions of the **2020 Commission's Communication "Enhancing the enlargement process- A credible EU perspective for the Western Balkans"** and the need for the Western Balkans countries to deliver more credibly on the reforms in public administration thus horizontally strengthening the fight against corruption and better functioning of democratic institutions.

The action will directly contribute to the recommendations provided in the **2023 North Macedonia Report**<sup>8</sup> on improving public service and human resource management, accountability of administration and service delivery to the citizens and businesses, including the Report's specific claim of the "particular need to increase access to broadband, expand e-government services and develop digital skills".

The action complements ongoing donor funding for public administration reform, which focuses on different areas of the system. IPA III 2022 EU for Modern Public Administration will address the state's institutional framework by streamlining policymaking, executive and regulatory functions across central government and improving the coherence and fairness of job classification and payment systems. With significant EU support under IPA 2017, new automated services have been provided to the public (citizens and businesses) through the e-government portal. The action will complement these actions by targeting different segments of the systemic reform in the public administration.

The action builds upon the significant achievements of the previous IPA programmes, ensuring a seamless continuation of efforts towards digital transformation. These earlier initiatives laid the groundwork for crucial components such as interoperability, the establishment of a national portal for e-services, and the development of a national population register. By establishing the interoperability platform and connecting various governmental systems, the country facilitated more efficient service delivery and improved user experiences for citizens. The national portal serves as a centralised access point for e-services, streamlining interactions with government agencies. Furthermore, the national population register provides a reliable database that supports effective governance and policymaking, but also it is one of the building blocks of the single sign-on system. This ongoing collaboration ensures that the country leverage past investments and experiences, creating a cohesive framework for future digital initiatives that enhance service accessibility and foster greater citizen engagement. In addition to the above, improving digital skills and literacy of the citizens and public servants will increase the efficiency and cost-effectiveness of the investments under WiFi4 Western Balkan initiative, currently in the commencement phase. The action is complementary to the IPA III **Proposed priorities for cooperation in 2025-27 for multi-country** and its outcome of enhanced and strengthened capacities, innovative practices and regional co-operation in the area of PAR by investing in North Macedonia's national capacities of public administration to apply principles of public administration and service delivery to its citizens.

The action will build on the results of the Commission's **Growth Plan for the Western Balkans 2024-2027**<sup>9</sup> and the accompanying **North Macedonia Reform Agenda 2024-2027**. The action will complement the planned achievement by sustaining the results in enhanced capacities of national institutions across public administration and addressing the remaining challenges. The action is relevant to the results that will be achieved under the sub-area Public Administration Reform. The Reform Agenda will focus on the reorganization and optimization of the state administration, as well as improvements in the civil service. The action will continue the efforts by investing further in human resource management, its digitalisation, and making the public service more appealing as a workplace. This action also aligns with and continues the work started within the Reform Agenda under sub-area Digitalisation, ensuring no duplication but rather

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<sup>8</sup>[https://neighbourhood-enlargement.ec.europa.eu/document/download/28a9322a-3f18-434e-89d2-0890c90b2f96\\_en?filename=SWD\\_2023\\_693\\_North\\_Macedonia\\_report.pdf](https://neighbourhood-enlargement.ec.europa.eu/document/download/28a9322a-3f18-434e-89d2-0890c90b2f96_en?filename=SWD_2023_693_North_Macedonia_report.pdf)

<sup>9</sup> The Plan is based on four pillars, aimed at: 1) enhancing economic integration with the European Union's single market; 2) boosting regional economic integration within the Western Balkans; 3) accelerating fundamental reforms, improving sustainable economic growth including through attracting foreign investments and strengthening regional stability and 4) increasing financial assistance to support the reforms through a Reform and Growth Facility for the Western Balkans



complementing and expanding on the initial reforms. Specifically, the Reform Agenda's reform Secure Digital Infrastructures Roll-Out emphasizes the establishment of secure governmental infrastructure for addressing cybersecurity threats and enhancing public service delivery. This action continues this effort by strengthening digital infrastructure and public service delivery, particularly by introducing secure digital solutions that enhance government network infrastructure, data management systems, and cybersecurity standards. To enhance the IT infrastructure, the action will partially address the findings of the Feasibility Study on Centralised Government Digital Infrastructure outlined in the Reform Agenda, given the fact that the IPA 2025-2027 will be implemented after the Reform Agenda interventions. Additionally, reform Digital Public Services, which focuses on relocating IT equipment and ensuring interoperability among ministries by 2027, finds direct continuation in this action. The action's goal to enhance public service delivery through digital solutions and skills enhancement mirrors the Reform's objective to increase digital public services and simplify administrative procedures, further aligning with the aim of achieving interoperability among government systems.

The action supports the goals of the **Economic and Investment Plan for the Western Balkans (EIP)** by aligning with its focus on institutional reform and good governance. By digitalizing key accountability processes and empowering oversight institutions, North Macedonia can build a more resilient and transparent public administration capable of supporting broader EU integration objectives. which emphasizes the importance of digital transformation and public administration reform for regional integration and economic development. The digital solutions promoted by this action will help North Macedonia better integrate into the EU's digital single market and contribute to the broader goal of regional cooperation and economic stability.

## 2.2 Problem Analysis

### Short problem analysis

#### Area of support #1: Public Administration Reform

Professional, responsive and accountable public servants acting with integrity are key for high-performing public administrations. HRM planning must be evidence-based, and recruitment based on merit, with effective performance management.<sup>10</sup> It is therefore essential that legislation, policies and organisational structures are in place to promote public sector integrity, effectiveness, transparency and accountability. It is also vital to ensure that these measures are applied in practice. Equally, efficient, transparent and accountable administration is crucial in the fight against corruption and building the trust of citizens in the administration's ability to deliver high quality services.

According to the Balkan Barometer 2023 Business Opinion, 65% of respondents do not agree with the statement "fight against corruption in my economy is effective". Over half of the respondents (59%) of the survey conducted in 2022 by the EU funded project Promoting Transparency and Accountability on Public Administration claim that corruption is a pressing issue in the country. The surveys are corroborating the 2023 North Macedonia Report that identified insufficient political support, leadership and supervision of reforms in the area of public administration, with relevant ministry lacking sufficient human resources to drive forward the reforms at technical level. For illustration, the implementation rate of the previous PAR strategy was 63%<sup>11</sup>. The Report also mentions that further efforts are needed to clarify the responsibilities of policymaking institutions, ensure their proper functioning and streamline reporting lines. The central coordination and quality control role of the General Secretariat slightly improved but remains insufficient.

According to the SIGMA 2021 Monitoring Report, the public service and human resource management face persistent deficiencies, especially in senior civil service, training, and disciplinary procedures. This is further noted in the findings of the 2023 North Macedonia Report, which states that the country still has not adopted the revised legislative framework for human resources management, which includes the revised Law on

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<sup>10</sup> Public Service and Human Resource Management - at a glance; Sigma

<sup>11</sup> Public Administration Reform Strategy 2023-2030

administrative servants, the Law on public sector employees and new legal provisions on top-level management. The regular amendments to the laws on administrative servants and on public sector employees since their adoption in 2014 have led to an inconsistent application of recruitment and promotion procedures across the public sector. Contradictory rules in the law on internal affairs and other sectoral laws allow employees in these sectors to be excluded from the scope of the law on administrative servants. Moreover, the administration still uses procedures to convert temporary or service employment contracts into permanent ones. The State Audit Office in its 2023 Annual Report found irregularities and the misuse of the IT system for testing candidates for positions in the public administration. The performance appraisal system, although established on paper, is still not systematically used. In addition, insufficient transparency on the grounds for dismissal of civil servants continues, and data on dismissals of non-managerial staff is lacking. The disciplinary system presents some weaknesses that could allow unfair use by the public bodies on one side and a sense of impunity among potential offenders on the other<sup>12</sup>. In addition, SIGMA 2021 Monitoring report identified that the professional development of civil servants is weak, both in terms of training activities and strategy. To be able to employ high quality civil servants, the country needs investment in their education and capacities for professional development, such as through support to the Academy for professional development and training of civil servants.

In North Macedonia, the Human Resource Management Information System (HRMIS) holds employees' personal records, calculates salaries and manages employees' appraisals. The system is organized into four main modules that manage data on the type of institutions, the organizational structure of institutions, job positions within institutions, employees' personal records, and calculation of employees' salaries, and measurement of employees' appraisals. They allow users to conduct various types of searches, carry out system administration and run various reports.<sup>13</sup> HRMIS has enabled enhanced accuracy in the register of public sector employees, automation of processes in human resource management, as well as improved operational efficiency and cost reductions related to staff management, payroll development and staff development planning and promotion. However, North Macedonia still needs to upgrade its HRMIS and foster the adoption of automated HR processes for recruitment, promotion, mobility, and staff evaluations, as well as build capacity of the administration to use and promote HRMIS.

The quality of most HRM tools depends largely on the professional requirements set for civil servants. North Macedonia is one of three administrations in the Western Balkans that apply an explicit competency framework throughout the civil service<sup>14</sup>. The professional competencies that apply in North Macedonia include a set of knowledge, skills and abilities that employees need to perform their work and duties and can be general or 'specific'. These are further defined in the Regulation on the Framework of General Job Competencies for Administrative Staff. In addition to general and job-specific competencies, other requirements are checked in the recruitment process through written tests and an interview. The Study acknowledged that formally, the job requirements are relatively balanced, but assessing the actual application of these requirements is more complex. The requirements focus mainly on knowledge, especially formal education, and much less on skills and abilities. Although general competences are required by law, they are not always tested in the recruitment process. Moreover, as job-specific competences are usually not defined, it is often impossible to check them. This results in a rather unbalanced composition of professional requirements, with a bias towards formal characteristics. In order to have a system that both clarifies the specific knowledge, skills and behaviours required for a given job and ensures the effective performance of employees, North Macedonia needs support in assessing the current professional skills of civil servants, defining specific competency profiles based on the assessment, designing a competency-based performance assessment system for newly developed competencies, and building the capacity of civil servants in line with the new competency framework.

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<sup>12</sup> Sigma Monitoring Report 2021 Republic of North Macedonia <https://www.sigmaweb.org/publications/Monitoring-Report-2021-Republic-of-North-Macedonia.pdf>

<sup>13</sup> Analysis on Human Resources Management Information Systems in the Western Balkans Region; RESPA 20202

<sup>14</sup> 2022 RESPA study "Professional requirements and competency frameworks in the civil service administrations of the Western Balkans",

As observed in the EU funded Report on the Discretionary Powers in General Legislation that Regulates Employment<sup>15</sup>, significant shortcoming of the overarching employment legislation is its lack of coverage for senior administrative personnel, namely the heads of institutions. This leaves these roles largely at the discretion of the minister, who may be inclined to make these decisions based on political rather than professional considerations. This has the potential to erode public confidence in public administration, creating a lack of trust not only in the heads of institutions but also in the entire public administration system led by these heads of institutions. This is in line with findings and consequent recommendations of the State Commission for Prevention of Corruption on improving public sector recruitment procedures. There should be further support to ensure proper follow up of these recommendations. The Reform Agenda is going to be the key tool in addressing the long-standing legislative challenges. However, there will still be a need for improvement of human resource management across the administration and ensuring merit-based recruitments, promotions, a unified salary system and dismissals at all levels, including senior management to achieve professional and coherent public service.

The 2023 North Macedonia Report states that citizens' right to access public information is embedded in legislation, but proactive disclosure of information and datasets on official websites needs to be further encouraged, in particular at local level. The SIGMA Monitoring Report 2021 rates the country's progress in accountability as average, with a score of 3.2. A proactive disclosure of information and datasets on official websites remains very low, which indicates significant gaps in the implementation of the Law on Free Access to Public Information from 2019.<sup>16</sup> The Agency for Protection of Free Access to Public Information processes lodged appeals promptly and proactively monitors information holders but needs further strengthening of capacities to perform its tasks in line with the Law on access to public information.

In its annual report, the State Audit Office reports continuously on performance audits carried out throughout the public administration. The reports identify specific and systemic weaknesses and make recommendations on how the responsible authorities should act to ensure effectiveness and efficiency and to address the causes of the identified shortcomings. In this respect, the country needs support to ensure a systematic follow-up of these reports throughout the public administration, thus increasing its accountability.

North Macedonia is currently implementing the PAR Strategy 2023-230, which should be implemented primarily through the national budget and the Reform Agenda for the period up to 2027, so there will be a need to support the implementation of activities planned up to 2030. The Strategy has been developed on the basis of the implementation of the previous strategy, and the lessons learned have been incorporated into the new document. There is a need to continue the practice of regular assessment of policy documents, to support the development and implementation of subsequent strategies, and to continue the process of harmonisation and revision of legislation to meet EU requirements. This action will contribute to further reforms in public administration with a view to North Macedonia's EU membership.

The action will start immediately after the implementation of the Reform Agenda, which will provide the necessary legal and operational framework and resources for the implementation of this action. Thus, the action will assist the country in sustaining the results of the reforms achieved through the Facility and enable it to accelerate its progress towards the EU.

### Area of support #2: Digital Governance

North Macedonia is facing significant challenges in the delivery of public services and the development of its digital and media infrastructure. The current infrastructure, comprising both digital systems and the requisite skills, is insufficient to support an efficient public administration, particularly in rural areas.

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<sup>15</sup> Support to State Reorganisation; Project Identification N° EuropeAid/139876/DH/SER/MK Service Contract N° IPA/2019/410-262

<sup>16</sup> Sigma Monitoring Report 2021 Republic of North Macedonia <https://www.sigmaweb.org/publications/Monitoring-Report-2021-Republic-of-North-Macedonia.pdf>

Some 86.4% of households have access to fixed high-speed broadband (NGA), with only 23.84% in rural areas<sup>17</sup>. 68.23% of households are connected to the fixed networks with very high capacity (VHCN) with only 10.65% of the total number of households in rural areas.<sup>18</sup> Equally, A mere 43% of individuals in North Macedonia have at least basic digital content creation skills, which is notably below the WB average of 54%. Just 12% of Macedonian businesses provide their employees with ICT training to enhance their digital capabilities, which is below the WB average of 14%.<sup>19</sup> The need for enhanced digital infrastructure, combined with a more competent digital workforce, is essential for supporting the country's broader development goals, including fostering a more inclusive, efficient, and transparent public administration. At the same time, North Macedonia's ambition to meet EU standards for public service delivery has highlighted gaps in the interoperability of systems and the availability of e-services to citizens. The country is also tasked with strengthening its capacity to monitor and manage these systems, ensuring that they can provide reliable, data-driven services. Key sectors such as education, health, and public administration would benefit significantly from improved digital infrastructure and the skills needed to manage and utilise this technology effectively. The media sector also plays a critical role in this transformation, as the government seeks to enhance its capacity to deliver quality information and promote digital literacy among the population. The media regulator and various stakeholders are focused on improving media pluralism, protecting freedom of expression, and ensuring that new digital platforms adhere to regulatory standards, particularly with regard to the protection of minority and vulnerable populations

The fragmented and outdated digital infrastructure used by public institutions is a major challenge. In that respect, the 2019/2020 State of Play Report by EU experts outlined that unlicensed networks (e.g., facilities, ducts, poles, masts, towers, fibre optic cables) need to be mapped, officially licensed, and integrated into the national broadband plan. Many government agencies lack the tools, equipment, and platforms needed to offer comprehensive e-services. As a result, citizens—particularly in rural areas—face barriers to accessing essential services, leading to inefficiencies and a lack of public trust. The National Operational Broadband Plan (NOBP) underscores this issue, noting that rural regions suffer from inadequate broadband coverage, which further limits access to digital services and exacerbates socio-economic disparities.

The government e-portal ([uslugi.gov.mk](http://uslugi.gov.mk)) remains underutilised. As of September 2024, only 2,148 requests for services were submitted in the last 30 days, with a total of 165,000 registered users but only 89,000 requests since its launch<sup>20</sup>. Only 6% of services listed in the national catalogue were available on the government e-portal in 2023, and many public services continue to rely on manual processes. The Document Management System was piloted, but still only 22 institutions (out of approximately 140 at central government level) use a very small portion of its potential, most often limited only to receipt of the document and its allocation to one person, and lacking complete electronic workflow that would include modification, pre-prepared memorandums, processing, electronic approval and signature and finally electronic delivery or storing the document. Additionally, the State Audit Office highlighted that 140 laws are not aligned with the legal framework for digitalisation, and municipalities often develop standalone IT solutions that are not integrated with national systems, resulting in inefficiency and additional costs. This was also outlined in the 2019/2020 State of Play Report by EU experts stating that “the implementation of horizontal e-government building blocks is fragmented, with many systems purchased individually, driving up maintenance and support costs.” The country needs support in provision of a user-friendly platform for accessing e-services, and a centralised data platform that will enhance efficiency, transparency, and security within government operations. By

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<sup>17</sup> [Ninth Report for broadband development in the country and implementation of National Operational Broadband Plan](#); Broadband Competence Office 2024.

<sup>18</sup> [Ninth Report for broadband development in the country and implementation of National Operational Broadband Plan](#); Broadband Competence Office 2024.

<sup>19</sup> Western Balkan Digital Economy and Society Index (DESI) 2022; <https://www.rcc.int/pubs/159/western-balkans-digital-economy-society-index-wb-desi-2022-report>

<sup>20</sup> This low usage can be attributed to a number of factors, such as limited number of electronic services available on the portal, unfriendly user interface and lack of a mobile application, lack of interoperability among institutions and machine-readable data, high-security sign-on requirements for basic services, misalignment with the legal framework for electronic management and documents, complex processes involving the search for scanned versions of documents, low digital literacy among citizens and payment issues

consolidating data from various ministries and agencies, the government could improve decision-making, reduce redundancies, and facilitate data-driven policy development.

Another obstacle is the lack of innovative digital skills among both public sector employees and citizens. A 2019/2020 State of Play Report by EU experts identified “a shortage of skilled ICT staff in public administration, hampering progress in digitalisation” and “few training opportunities for civil servants in the field of ICT, contributing to a lack of digital readiness within the public sector.” Public servants often resist changes that require adopting innovative digital solutions, fearing duplication of work, while citizens, especially in rural areas, struggle with accessing e-services due to limited awareness and digital literacy.

The Audiovisual Media Services Directive calls for better alignment with EU standards, but gaps remain in ensuring sustainable, transparent, and independent media operations. The lack of robust digital and media infrastructure affects the ability of the media regulator to monitor media content, ensure transparency, and enforce regulations for media pluralism. The weaknesses in both digital and media infrastructure also reflect broader institutional and governance challenges. Many public institutions lack the capacity to manage and maintain advanced digital systems, and this is compounded by a shortage of investment in public sector IT infrastructure. As the Agency for Audio and Audiovisual Media Services (AVMS) points out, the growing regulatory responsibilities of public institutions, including the need to oversee digital media platforms and content, require enhanced technical capacity. The existing technical and financial resources are insufficient to meet these demands, leaving regulatory bodies like the AVMS vulnerable to operational inefficiencies and an inability to fulfil their mandates effectively.

Without addressing these critical issues, North Macedonia risks falling further behind in EU benchmarks for digital transformation and its ability to create modernized and efficient public administration capable of delivering secure, accessible, and high-quality services to citizens contributing to good governance, transparency, and citizen engagement, as key factors in complying with Union values.

#### Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action

The main stakeholders in the action have been actively involved in the development of the action and the interventions reflect their areas of competence, thus underlining their commitment. Roles and responsibilities are clear and properly reflected in the relevant organisational frameworks, procedures and legislation:

- **The Ministry of Public Administration (MPA)** is responsible for coordinating various responsibilities related to the status, employment, promotion, professional training and development, measurement of the effect and other issues pertaining to the working relationship of administrative officers. Its remit also extends to policy and legislation making in the field of human resources management, as well as overseeing their implementation.
- **The Ministry of Digital Transformation (MDT)** is the lead authority for digital transformation and public sector reforms in North Macedonia. Its mandate includes driving the implementation of e-government initiatives, digital infrastructure development, and public service delivery reforms. MDT will play a crucial role in policymaking, coordination of digital solutions, and ensuring the capacity building of public institutions for digital transformation. Due to its recent establishment, the Ministry has limited capacity to conduct inspections and ensure compliance with the legal framework in terms of harmonisation with the standards for IT procurements, acceptance of electronic documents, usage of interoperability platforms as prescribed in the legal framework, etc.
- **The State Commission for the Prevention of Corruption (SCPC)** is an autonomous entity with extensive powers to prevent and combat corruption. Its functions include the registration and monitoring of asset declarations of elected and appointed public officials, the registration, monitoring and investigation of conflicts of interest, the initiation of procedures for the dismissal, removal or criminal prosecution of public officials, the initiation of controls on the financing of political parties and associations of citizens, the supervision of lobbying activities, the maintenance of a gift register and the conducting of anti-corruption research and risk analysis. The Commission serves as the coordinating body for the monitoring of the implementation of the measures set forth in the National Strategy for the Prevention of Corruption. Additionally, it is responsible for the verification of assets, conflicts of interest, and incompatibilities, acting as the duly authorised independent authority in

accordance with the stipulations set forth in the Law on the Prevention of Corruption and Conflict of Interest. SCPC also conducts anti-corruption review of the legislation prepared by relevant institutions.

- **The State Audit Office (SAO)** is North Macedonia's supreme audit institution. Its objective is to provide the Assembly, the Government, other public officials and the public with prompt and objective information about the findings of its performed audits. The SAO provides support to Parliament in the execution of its jurisdiction through the identification and presentation of irregularities and illegal operations of audited entities uncovered through the performance of audits. The SAO is a legal entity with complete independence in performing financial, regularity and performance audits. This makes it an integral part of the country's system for combating and preventing corruption.
- **The Agency for Protection of the Right to Free Access to Public Information** is an independent state body with the competences under the Law on free access to public information. The Agency's role involves conducting administrative procedures and making decisions on appeals against decisions made by the holder of the information, where the applicant's request for access to information has been rejected or denied. It also prepares and publishes a list of holders of information, provides opinions on draft laws that regulate the free access to information, conducts misdemeanour procedures and promotes the right to free access to public information.
- **The Academy for professional development and training of civil servants (the Academy)** (to be established) as an institution responsible for enhancing the capacities and professional development of civil servants. The Academy will be in charge of organising, coordinating and implementing trainings for professional development for employees in the public sector. It will ensure that the design and execution of training programs are aligned with the broader objectives of the reform, particularly in fostering a skilled, efficient, and modern public administration. In the context of this action, the Academy will be instrumental in the promoting and enabling training for professional competencies required for various roles within the public sector, ensuring that the interventions align with both national standards and international best practices. The Academy's role will be articulated within the organisational frameworks, with its responsibilities codified in relevant legislation, thereby ensuring accountability and adherence to established procedures.
- **The Agency for Audio and Audiovisual Media Services (AVMS)** is responsible for regulating the media sector, ensuring transparency in media ownership, and safeguarding media pluralism and freedom of expression. It also oversees the implementation of media-related EU directives. The agency will have a significant role in implementing activities related to enhancing media infrastructure and monitoring digital media content.
- **Public Enterprise Macedonian Broadcasting (JP MRD)** is responsible for the operation, deployment and maintenance of public broadcasting infrastructure and will be crucial in the development and management of broadband infrastructure. It will lead the development of optical and telecommunications infrastructure needed to expand digital services, especially in underserved areas.
- **Agency for Electronic Communications (AEK)** regulates the telecommunications market and is responsible for monitoring broadband infrastructure and ensuring fair competition. AEK will play a key role in ensuring that the digital infrastructure development is aligned with regulatory standards and promotes fair access for all operators.
- **Municipalities and Local Government Units** are responsible for implementing local public services, including digital services at local level. They coordinate the deployment of digital solutions and broadband infrastructure within their jurisdictions, especially in rural and underserved areas.
- **MARnet** (the National Research and Education Network in North Macedonia) provides services on the national level, promotes international connectivity of North Macedonia academic research network and educational community and supports their research and education activities. It promotes and disseminates the use of information and communication technologies especially in the academic and research sector; maintenance and management of the national domain name system, international representation and membership; development of policy and development of the national academic network.
- **Universities** are both beneficiaries and collaborators in the digital transformation process. They will benefit from enhanced digital infrastructure for academic and research purposes, while also playing a role in developing digital skills training and contributing to capacity building in the public sector.

## **2.3. Lessons Learned**

The planning and implementation of this action have done based on several key lessons learned from previous initiatives and projects.

It is vital that the design of activities incorporates the sustainable results achieved by national authorities, including those achieved with the support of international assistance. It is also important to consider that undertaking a thorough analysis and developing a robust plan with appropriate sequencing will enhance the sustainability of actions and absorption capacity. A key lesson is the critical importance of strong inter-institutional coordination. In the past, a lack of clear coordination between national, regional and local governments, as well as between public institutions and private sector partners, has led to fragmented and delayed implementation. For this action, a governance framework has been put in place to ensure that all relevant stakeholders, including ministries, public agencies and local authorities, are aligned and working towards common goals. This includes clearly defining roles and responsibilities, improving communication channels and ensuring that decisions are taken by consensus, especially in areas where there are overlapping mandates. Another important lesson is the need for sustained capacity building. In previous initiatives, there has often been a gap between the introduction of new digital tools and the capacity of civil servants to use them effectively. This has resulted in under-utilised technologies and inefficient public service delivery. This action will focus not only on the deployment of new digital systems, but also on the provision of comprehensive training and continuous professional development for public sector employees. This will ensure that the workforce is equipped with the necessary skills to operate new systems effectively and to adapt to future digital developments.

In terms of resource allocation, past experience has shown that proper financial planning and prioritisation are essential. Projects that underestimated the costs associated with infrastructure maintenance, technology upgrades and capacity building faced significant delays and resource shortages. For this action, a more detailed financial analysis and sustainability plan has been developed to ensure that sufficient resources are allocated for both the initial deployment of digital solutions and their long-term maintenance. This includes establishing mechanisms to mobilise additional funding from donors, the private sector and international partners. In addition, community engagement has emerged as a critical success factor in public service delivery projects. Previous initiatives have often faced challenges in public adoption and use of digital services due to lack of awareness and limited digital literacy. This action includes a strong focus on raising public awareness, particularly in rural and marginalised communities, of the availability and benefits of digital services. A series of outreach campaigns and feedback mechanisms will be implemented to ensure that the public is both informed and actively involved in shaping the services they use.

Finally, the lesson that technology alone does not solve systemic problems has been central to the planning of this action. In the past, digital transformation projects that focused solely on deploying new technologies without addressing underlying organisational inefficiencies, outdated processes or regulatory barriers have failed to deliver the desired results. For this reason, this action emphasises a comprehensive approach that combines public administration reform with digital infrastructure and skills development. Streamlining processes, updating regulatory frameworks and improving the overall governance environment will ensure that digital solutions lead to tangible improvements in service delivery and public sector performance.

## **3. DESCRIPTION OF THE ACTION**

### **3.1. Intervention Logic**

The Overall Objective (Impact) of this action is to promote good governance and increase compliance with Union's values.

The Specific Objectives (Outcomes) of this action are:

1. Strengthened professionalism, integrity, transparency and accountability across public administration
2. Improved digital environment for better functioning of public administration

The Outputs to be delivered by this action are:

Contributing to the corresponding Specific Objective 1 (or Outcome 1):

- 1.1. Improved system for human resource management and promotion of integrity in public administration
- 1.2. Strengthened capacities of public administration to apply accountability and transparency

Contributing to the corresponding Specific Objective 2 (or Outcome 2):

- 2.1. Improved public service delivery
- 2.2. Strengthened digital and media infrastructure for enhanced monitoring and service delivery

The underlying intervention logic for this action is that IF the system for human resource management and promotion of integrity in public administration is improved AND sufficient financial and human resources are allocated to support the proposed activities and initiatives AND public administration staff are willing to engage with new systems and processes, showing openness to change and innovation AND there is effective collaboration among various government agencies involved in the reform process to ensure a coherent approach, THEN professionalism, integrity, transparency and accountability across public administration is strengthened.

IF capacities of public administration to apply accountability and transparency are strengthened AND sufficient financial and human resources are allocated to support the proposed activities and initiatives AND public administration staff are willing to engage with new systems and processes, showing openness to change and innovation AND there is effective collaboration among various government agencies involved in the reform process to ensure a coherent approach, THEN professionalism, integrity, transparency and accountability across public administration is strengthened.

IF public service delivery is improved AND sufficient financial and human resources are allocated to support the proposed activities and initiatives AND public administration staff are willing to engage with new systems and processes, showing openness to change and innovation AND there is effective collaboration among various government agencies involved in the reform process to ensure a coherent approach, THEN digital environment for better functioning of public administration will be improved.

IF digital and media infrastructure for enhanced monitoring and service delivery is strengthened AND sufficient financial and human resources are allocated to support the proposed activities and initiatives AND public administration staff are willing to engage with new systems and processes, showing openness to change and innovation AND there is effective collaboration among various government agencies involved in the reform process to ensure a coherent approach, THEN digital environment for better functioning of public administration will be improved.

IF professionalism, integrity, transparency and accountability across public administration is strengthened AND political environment remains stable, enabling the implementation of HR management and accountability reforms and key stakeholders are committed to supporting the reform processes THEN the impact will be achieved BECAUSE facts already observed, and experience of EU Member States is suggesting that this change is possible.

IF digital environment for better functioning of public administration is improved AND political environment remains stable, enabling the implementation of HR management and accountability reforms and key stakeholders are committed to supporting the reform processes THEN the impact will be achieved BECAUSE facts already observed, and experience of EU Member States is suggesting that this change is possible.

### **3.2. Indicative Activities**

The indicative activities will involve different mechanisms of support:

- analysis, institutional, strategic and policy reviews, feasibility studies
- provision of expertise and recommendations, on the job support, trainings, workshops
- software solutions development
- targeted study visits to EU Member States
- supply



### **Activities related to Output 1.1:**

- Support to enhance performance evaluation methods to ensure transparent and merit-based reviews
- Support for building capacities for professional development, coordination and cooperation
- Support to upgrade of the HR management information system (HRMIS)
- Support for fostering the adoption of automated HR processes for recruitment, promotion, mobility, and staff evaluations
- Support to assessment of the current professional skillsets of administrative servants
- Support to defining specific competency profiles for various roles across the public administration through inclusive consultancy processes
- Support for monitoring and evaluation frameworks for HR reforms
- Support to designing a competency-based performance assessment system to assess newly developed competencies
- Support to capacity building based on the new competency framework and professional development among administrative servants
- Support to follow-up to the recommendations of the State Commission for Prevention of Corruption on improving public sector recruitment procedures

### **Activities related to Output 1.2:**

- Support to improve the technical, financial and human resources capacities of the Agency for Protection of the Right to Free Access to Public Information to strengthen the efficiency of inspections on free access to public information
- Support to ensuring a systematic follow-up to the reports of the State Audit Office
- Support for implementation of PAR Strategy Action plan 2027-2030, development of strategic policy documents and accession requirements regarding public administration reform and measures to sustain the results of the Reform Agenda

### **Activities related to Output 2.1:**

- Support for optimisation, reengineering and development of processes within the institutions to fully exploit the potential of Document Management System (DMS) for public service delivery to ensure full application of 0-paper policy and once-only principle
- Integrating the national e-service portal and services into the national Digital Wallet and secure necessary technical infrastructure through equipment procurement
- Digitalisation of registers, optimisation and further digitalisation of public services to streamline public service delivery and efficiency
- Support to capacity-building of public servants aimed at enhancing innovative skills and supporting the digital transformation process
- Support to further centralisation of ICT efforts for optimisation of resources
- Support to effective use of public e-services
- Strengthening the inspection supervision capacities of the Ministry of Digital Transformation
- Support to conducting feasibility studies for the implementation of a secure governmental network, and implementation of Governmental Cloud, as the third location for storing data

### **Activities related to Output 2.2:**

- Provision of hardware and software for monitoring radio and television broadcast, electronic communications networks, and video-sharing platforms
- Support to strengthening the capacities of the media regulator (AVMS) in line with its expanded mandate
- Support to building capacities of the National Broadcasting Enterprise (JP MRD) to improve service delivery
- Provision of equipment for MARNet to enhance university connectivity with high-speed internet
- Provision of equipment for inspection services within the Ministry of Digital Transformation
- Provision of equipment for establishing Governmental Cloud.

### **3.3. Mainstreaming**

#### **Environmental Protection, Climate Change and Biodiversity**

While public administration reform primarily focuses on governance, efficiency, and human resource management, environmental protection, climate change, and biodiversity can be indirectly supported by strengthening institutional frameworks. The reform's emphasis on transparent and accountable governance can lead to better enforcement of environmental regulations and policies. By integrating digital transformation and data-driven decision-making, public institutions will be better equipped to monitor environmental impacts, report on climate commitments, and ensure compliance with international biodiversity agreements. Therefore, while environmental protection is not a primary objective of this reform, improving public administration's capacity to manage and implement policies can contribute to national climate resilience and sustainability goals.

#### **Gender equality and empowerment of women and girls**

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that the principle of gender equality will be taken on board at all stages of the implementation of this action - programming, design, implementation, monitoring, and evaluation. Gender specific indicators will be integrated in the design of specific interventions. Gender equality and the empowerment of women and girls are at the core of the Strategy for Public Administration Reform (PAR) 2023-2030, ensuring that governance structures are inclusive, transparent, and responsive to the needs of all citizens. The Strategy and this action, align with the principles outlined in the 'Promoting Gender Responsive Governance' program, and is contributing to addressing the gender inequalities by developing modern and professional public administration and enhancing mechanisms for gender equality, ensuring that public policies and processes integrate gender considerations. By improving the public administration's human resources management system and creating responsive, citizen-centred public services, the strategy aims to contribute to the empowerment of women and girls and to broader gender equality in society, supporting the National Gender Equality Strategy 2022-2027 and the EU Gender Equality Acquis and Gender Action Plan directives.

#### **Human Rights**

Human rights are a fundamental pillar of public administration reform, ensuring that governance structures and public services are aligned with the principles of equality, non-discrimination, and inclusivity. The reform's focus on improving transparency, accountability, and service delivery across public institutions will contribute to safeguarding human rights by ensuring fair and equal access to public services for all citizens. This includes enhancing protections against discrimination in employment and service provision, and ensuring that vulnerable groups, such as minorities, refugees, and socially marginalized individuals, are treated with dignity and respect. Additionally, through digital transformation and streamlined administrative processes, the reform will improve the accessibility of public services, thereby promoting the realization of rights such as education, health, and social security. By embedding human rights considerations into the competency frameworks and accountability mechanisms of public institutions, the reform supports the creation of a public administration that actively upholds and promotes human rights in all its functions.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the principle of inclusion of Persons with Disabilities (PwD) is ensured within all activities of this action. The reform seeks to build a more inclusive public administration that recognizes and addresses the needs of all citizens, including persons with disabilities. Mainstreaming disability into the public administration reform involves ensuring that public institutions adopt inclusive practices, both in terms of accessibility and service delivery. By improving human resource management systems and competency frameworks, the reform can promote the employment of persons with disabilities and ensure that public services are designed to be accessible to all, including through digital platforms that comply with accessibility standards. Additionally, the reform can strengthen accountability measures to monitor and improve services for persons with disabilities, thereby contributing to a more equitable society.

#### **Democracy**

The action focuses on the principles of good governance, which is one of the pillars of democracy. The action will contribute to democratic principles by ensuring the modernisation and professionalisation of public administration based on the principles of transparency, accountability and integrity.

### Civil Society

This action was developed in an inclusive process involving civil society as a part of the established sector policy dialogue. This approach will also apply in the next stage, as civil society organisations are part of the Sector Working Groups (SWG), channelling the policy dialogue on sector priorities, IPA programming and reporting. The harmonisation of the national legislation with *EU acquis* involves a wide range of stakeholders based on open dialogue, allowing stakeholders and those potentially affected to be involved in the process.

### 3.4. Risks and Assumptions

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
1-external environment	Elections cause delays in implementation and result in reduced political will to sustain the results of the action	Medium	Medium	Elections can directly influence the implementation of the action given the importance of the interventions, since elections cause changes among the decision-making staff in relevant institutions at the central level. This could have a significant impact on the implementation progress. The planning and implementation of activities will be adapted to suit the circumstances in order to minimise disruption to the delivery, scope and budget, while the interventions will be concentrated on the priorities identified by a range of stakeholders, regardless of their political affiliation. In addition, permanent coordination and dialogue with all stakeholders will be maintained to ensure the continued advancement of activities.
2-planning, processes and systems	Risk of data breaches or misuse of personal data during HR processes and evaluations	Low	Medium	Strict data protection measures will be adopted in line with GDPR, regular security audits will be conducted, as well as staff training on data privacy protocols.
2-planning, processes and systems	Lack of workforce diversity in recruitment and retention strategies	Low	Medium	Diversity and inclusion initiatives will be promoted, with regular assessments of workforce demographics conducted along with setting up measurable diversity targets.
2-planning, processes and systems	Limited participation in mentorship and peer-learning	Low	Medium	Mentorship programs will be actively promoted, and at the same time, it will be ensured that the programs are

	initiatives affecting staff development			inclusive and accessible to all staff members.
2-planning, processes and systems	Risk of bias in automated HR processes affecting recruitment and performance evaluations	Medium	High	Bias audits for automated HR processes will be performed with ensuring human oversight in critical decisions. Trainings on equitable evaluation methods will be provided.
3-people and organisation	Potential delays in the implementation of digitalisation processes affecting efficiency and accountability	Medium	Medium	Clear timelines will be developed, and sufficient resources allocated. With robust project management framework to monitor progress and address bottlenecks promptly, the risk will be mitigated.
4- legality and regularity aspects	Inconsistent application of accountability frameworks leading to unclear responsibilities	Medium	High	Clear guidelines for managerial accountability will be developed, with provided training to managers on their responsibilities. In addition, monitoring mechanisms for compliance will be implemented.
5- communication and information	Risk of negative public perception due to lack of transparency in accountability mechanisms	Medium	High	Communication strategies will be enhanced to keep the public informed about accountability measures, outcomes of audits, and improvements made.

### External Assumptions

Assumption at the Outcome level:

- Political environment remains stable, enabling the implementation of HR management and accountability reforms
- Key stakeholders are committed to supporting the reform processes

Assumption at the Output level:

- Sufficient financial and human resources are allocated to support the proposed activities and initiatives
- Public administration staff are willing to engage with new systems and processes, showing openness to change and innovation
- There is effective collaboration among various government agencies involved in the reform process to ensure a coherent approach

### 3.5. Indicative Logical Framework Matrix

Results	Results chain: Main expected results [maximum 10 @]	Indicators [it least one indicator per expected result @]	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	To promote good governance and increase compliance with Union's values	1 2	1 2	1 2	1 2	<i>Not applicable</i>
<b>Outcome 1</b>	1. Strengthened professionalism, integrity, transparency and accountability across public administration	1.1 1.2	1.1 1.2	1.1 1.2	1.1 1.2	Political environment remains stable, enabling the implementation of HR management and accountability reforms  Key stakeholders are committed to supporting the reform processes
<b>Outcome 2</b>	2. Improved digital environment for better functioning of public administration	2.1 2.2	2.1 2.2	2.1 2.2	2.1 2.2	
<b>Output 1 related to Outcome 1</b>	1.1 Improved system for human resource management and promotion of integrity in public administration	1.1.1 1.1.2	1.1.1 1.1.2	1.1.1 1.1.2	1.1.1 1.1.2	Sufficient financial and human resources are allocated to support the proposed activities and initiatives  Public administration staff are willing to engage with new systems and processes, showing openness to change and innovation  There is effective collaboration among various government agencies involved in the reform process to ensure a coherent approach
<b>Output 2 related to Outcome 1</b>	1.2 Strengthened capacities of public administration to apply accountability and transparency	1.2.1 1.2.2	1.2.1 1.2.2	1.2.1 1.2.2	1.2.1 1.2.2	
<b>Output 1 related to Outcome 2</b>	2.1 Improved public services delivery	2.1.1 2.1.2	2.1.1 2.1.2	2.1.1 2.1.2	2.1.1 2.1.2	
<b>Output 2 related to Outcome 2</b>	2.2. Strengthened digital and media infrastructure for enhanced monitoring and service delivery	2.2.1 2.2.2	2.2.1 2.2.2	2.2.1 2.2.2	2.2.1 2.2.2	

## **4. IMPLEMENTATION ARRANGEMENTS<sup>21</sup>**

### **4.1. Financing Agreement**

In order to implement this action, it is envisaged to conclude a financing agreement with North Macedonia.

### **4.2. Indicative Implementation Period**

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of conclusion of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

### **4.3. Implementation Modalities**

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>22</sup>.

#### **4.3.1. Direct Management (Procurement)**

Procurement may be used for achieving all outcomes and outputs identified in Section 3.

#### **4.3.2. Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances**

If the implementation modality under direct management as defined in section 4.3.1 cannot be implemented due to circumstances beyond the control of the Commission, the Contracting Authority may decide, on case-by-case basis and at least 6 months before the expiry of the contracting deadline, to propose amendments of the programme vis a vis the implementing mode.

### **4.4. Scope of geographical eligibility for procurement and grants**

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the Partners or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

### **4.5. Indicative Budget**

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<sup>21</sup> This section is to be completed by the EU Office/Delegation.

<sup>22</sup> [EU Sanctions Map](#). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR) 2026</b>	<b>EU contribution (amount in EUR) 2027</b>
<b>Methods of implementation</b> – cf. section 4.3		
<b>Outcome 1</b> Strengthened professionalism, integrity, transparency and accountability across public administration <b>composed of</b>	2 500 000.00	3 500 000.00
Procurement (direct management) – cf. section 4.3.1	N.A.	N.A.
<b>Outcome 2</b> Improved digital environment for better functioning of the administration <b>composed of</b>	7 500 000.00	3 500 000.00
Procurement (direct management) – cf. section 4.3.1	N.A.	N.A.
<b>Procurement</b> – total envelope under section 4.3.1	10 000 000.00	7 000 000.00
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	may be covered by another Decision	may be covered by another Decision
<b>Strategic Communication and Public Diplomacy</b> – cf. section 6	will be covered by another Decision	will be covered by another Decision
<b>Contingencies</b>	<b>00.0</b>	<b>00.0</b>
<b>Totals</b>	10 000 000.00	7 000 000.00

#### **4.6. Organisational Set-up and Responsibilities**

The Delegation of the European Union (EUD) to North Macedonia is in charge of implementing the action. It will collaborate with the NIPAC Office within the Ministry of European Affairs, the line ministries, and all stakeholders and implementing partners.

At the programme level, the implementing partners will be accountable to the relevant Sector Working Group(s), the IPA Monitoring Committee and the respective Sector Monitoring Committee/s.

At the contract level, the implementation arrangements will be discussed through the Project Steering Committees having advisory functions and composed of EUD, the relevant national authorities and all relevant implementing partners.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

### **5. PERFORMANCE MEASUREMENT**

#### **5.1. Monitoring and Reporting**

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of

achievement of its Outputs and contribution to the achievement of its Outcomes, and if possible, at the time of reporting, contribution to the achievement of its Impacts, as measured by corresponding indicators, using as reference the Logframe matrix.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Arrangements for monitoring and reporting, including roles and responsibilities for data collection, analysis and monitoring:

The European Commission will monitor the action using Result Oriented Monitoring (ROM), which includes on the spot monitoring visits, data collection, and analysis. Beneficiaries and the NIPAC Office will participate in the interviews and meetings as well as ensure provision of relevant data and documentation upon request, that shall provide an impartial assessment of the ongoing or post-action performance of the action.

The relevant data will be collected, processed and analysed by the EU Delegation on the regular bases in close cooperation with NIPAC Office. The main beneficiaries will have the obligation to collect and analyse data, and report on progress by indicators and towards the achievement of planned results to NIPAC Office. Monitoring of the action implementation will be ensured through the relevant semi-annual Sectoral Monitoring Committee (SMC) and annual IPA Monitoring Committee including follow up of the recommendations.

## **5.2. Evaluation**

Having regard to the importance of the action, a mid-term or final and/or ex-post evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for accountability and learning purposes at various levels (including for policy revision).

The Commission shall form a Reference Group (RG) composed by representatives from the main stakeholders at both EU and national (representatives from the government, from civil society organisations (private sector, NGOs, etc.), etc.) levels. If deemed necessary, other donors will be invited to join. The Commission shall inform the implementing partner at least 2 months in advance of the dates envisaged for the evaluation exercise and missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the action/component.

Evaluation services may be contracted under a framework contract.

## **5.3. Audit and Verifications**

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

## **6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY**

All entities implementing EU-funded external actions have the contractual obligation to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. To that end they must comply



with the instructions given in the 2022 guidance document *Communicating and raising EU visibility: Guidance for external actions* (or any successor document).

This obligation will apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and contribution agreements.

Any actions related to communication and visibility will be coordinated with the strategic communication actions of the EU Delegations, to ensure coherence of narrative and message, as well as horizontal strategic communication.

## **7. SUSTAINABILITY**

North Macedonia's firm political commitment to EU accession and the implementation of the Acquis has paved the way for sustainability of the action since its implementation is important for the Fundamentals Cluster. Furthermore, the interventions were developed with a tailor-made approach, are based on existing national policies (namely Public Administration Reform Strategy 2023-2030) and legislation and are designed to support policy implementation. Consequently, the action is directly implementing policy and strategic objectives of the public administration reform and digitalisation. All interventions will focus on the successful transfer of knowledge and the development of internal capacities of the country's institutions. The goal is to create know-how models in the respective institutions and staff, meaning that the results attained during the lifetime of a project should be preserved and further developed after the implementation ends. This would generate an environment needed to build a sustainable system. Special focus will be paid to the institutional ownership and memory, inclusive leadership and the quality of communication, as well as network and trust created.

The interventions under outcome 2 are designed to be integrated into the operational frameworks of public institutions. A key factor contributing to sustainability is the high level of ownership among the primary beneficiaries, particularly the Ministry of Digital Transformation and other public institutions involved. These institutions are actively engaged throughout the action and have committed resources and management capacities to maintain and operate the developed systems and infrastructure. Capacity-building activities will ensure that the staff required to operate and maintain the systems are well-prepared for the digital transformation. Furthermore, the sustainability of the action is reinforced by the commitment to maintain critical infrastructure, such as the Document Management System (DMS), e-services integrated into the national Digital Wallet, and the Governmental Cloud. The feasibility studies conducted for the secure governmental network and cloud infrastructure will provide a solid foundation for long-term operational management and future expansion. The ongoing centralisation of ICT efforts and technical support provided during the action will ensure optimised resource use and cost efficiency in the long run. Additionally, the medium-term budget framework will be critical in securing financial sustainability. By integrating the costs of maintaining digital public services and infrastructure into the national budget, North Macedonia will ensure that resources are available to support ongoing operations, maintenance, and future improvements. This budgetary integration, along with ongoing institutional commitment, ensures that the results of the action will continue to benefit the administration and citizens well beyond the project's duration.

Finally, the sustainability of the action will be ensured through the continuation of a comprehensive policy dialogue between the EU and the main stakeholders, and by ensuring beneficiary ownership. The dialogue will focus not only on reinforcing the need to use the outputs of the action, but also on the need to allocate sufficient funding in the annual and multi-annual budgets to ensure that the outcomes of the action are sustained.

## Appendix 1: IDENTIFICATION OF THE PRIMARY INTERVENTION LEVEL FOR REPORTING IN OPSYS

A Primary intervention<sup>23</sup> (project/programme) is a coherent set of results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

- ✓ Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);
- ✓ Articulating Actions and/or Contracts according to an expected common chain of results and therefore allowing them to ensure a more efficient and aggregated monitoring and reporting of performance;
- ✓ Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Please delete this box after filling in the section below

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

Please select in the left side column one of the four possible options for the level of the Primary Intervention(s).

In the case of ‘Group of actions’ level, add references to the present action and other action(s) concerning the same Primary Intervention.

In the case of ‘Contract level’ and ‘Group of contracts’, add the reference(s) to the corresponding budgetary items in point 4.5, Indicative Budget.

The present Action identifies as **<delete the options that are not applicable to the action>**;

<b>Action level</b> (i.e. Budget support, Blending)		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Group of actions level</b> (i.e: i) top-up cases, ii) second, third, etc. phases of a programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action>
<b>Contract level</b> (i.e. Grants, Contribution Agreements, any case in which foreseen individual legal commitments identified in the budget will have different log frames, even if part of the same Action Document)		
<input type="checkbox"/>	Single Contract 1	<foreseen individual legal commitment (or contract)>
<input type="checkbox"/>	Single Contract 2	<foreseen individual legal commitment (or contract)>

<sup>23</sup> For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including ‘Action’ and ‘Intervention’ where an ‘Action’ is the content (or part of the content) of a Commission financing Decision and ‘Intervention’ is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention \[to access the link an EU Login is needed\]](#).

<input type="checkbox"/>	Single Contract 3	<foreseen individual legal commitment (or contract)>
	(...)	
<p><b>Group of contracts level</b> (i.e: i) series of programme estimates, ii) cases in which an Action Document foresees many foreseen individual legal commitments (for instance four contracts and one of them being a Technical Assistance) and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other, iii) follow up contracts that share the same log frame of the original contract)</p>		
<input type="checkbox"/>	Group of contracts	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>

