

European Union IPA TAIB 2010 Programme



Brochure on project deliverables

FURTHER STRENGTHENING OF THE ORGANISATIONAL AND INSTITUTIONAL CAPACITIES FOR THE EU INTEGRATION PROCESS

MK 10 IB OT 02



This project is funded
by the European Union

Twinning partner of the project is a consortium of
three countries Germany, Poland and Croatia

Dear colleagues, ladies and gentlemen, herewith we would like to present the first brochure about Twinning Project no.MK 10 IB OT 02

This brochure intends to provide you with an overview of contents and activities of the EU funded Twinning Project "Further strengthening of the organizational and institutional capacities for the EU integration process". In the first brochure we would like to present general information about the project and main events we implemented in the period January – July 2015.

INTRODUCTORY

Project Title:	"Further strengthening of the organisational and institutional capacities for the EU integration process"
Budget Line:	European Union IPA TAIB 2010 Programme
Contractor/Beneficiary	Contracting Authority: Central Financing and Contracting Department (CFCD), Ministry of Finance Beneficiary: Secretariat for European Affairs (SEA)
Contract Number	MK 10 IB OT 02
Budget	1.700.000 EUR
Resident Twinning Advisor	Wojciech Porczyk

Purpose and objective of the project

The main purpose of the Twinning Project is to enable exchange of experience with EU Member States in regards to the EU integration process, alignment with the EU Acquis, enhancement of administrative capacity building, better management of the translation process, IPA/IPA 2 implementation system.

The Project objective is further support of the EU integration process through capacity building of the Secretariat for European Affairs (SEA), inter – ministerial coordination and prioritization.

The Project is implemented by a consortium of three EU member states: Germany, Poland and Croatia. Partners in the project are the German Federal Ministry for Economic Affairs and Energy, the Polish Ministry of Foreign Affairs and the Croatian Ministry of Foreign and European Affairs. The main Beneficiary institution of the project is the Secretariat for European Affairs (SEA). Other institutions that will receive assistance (secondary beneficiaries) are: Ministry of Foreign Affairs, Legislation Secretariat and General Secretariat and other line ministries that are involved in the EU integration process. The implementation period of the project is 21 months and it is funded by the European Union with a budget of 1.7 million EUR.

FROM THEIR POINT OF VIEW



Mr. Aivo Orav
Head of the Delegation of the European Union

Can you describe the support provided by the European Union to the country and results achieved with it to date in improving the infrastructure and development of the country?

The European Union (EU) stands as a reliable partner to the country on its way towards membership since 1996 when eligibility for EU funding was granted. These early steps of bilateral cooperation evolved in .Association Agreement in 2001 and recognizing the country as a candidate for EU membership in 2005. In 2009, the first recommendation to open accession negotiations was granted and the citizens started enjoying the benefits of the visa-free travel regime to the Schengen area.

On its way towards membership, the EU provided financial assistance worth over 800 million Euro. Additional 622.4 million euro are being utilised to carry out the necessary reforms that will bring the country in line with the EU standards. The majority of these funds are financially and administratively managed by the country itself through the entrusted administrations. The target is always the direct benefit of the citizens, although this is not always evident for them at a first glance. From large infrastructural and environmental projects to small grants to local NGOs the EU actively participates and promotes the welfare of the citizens in virtually all aspects of daily life. The procurement of equipment for the police or the labour inspectorate, reforms in the area of judiciary or bankruptcy, even the registration of animals or establishment of a population registry - this is all for the better life of the citizens.

The accession process is cumbersome and complex, but the EU is there to assist the country in own progress towards our common goals – we are partners in reforms.



Deputy Prime Minister for
European Affairs
Mr. Fatmir Besimi, PhD

What are the key tasks facing MK for the coming year in its European integration efforts?

Considering the recent developments in the country, with the political crisis and the subsequent agreement reached among the key political parties with the facilitation of the EU and US high representatives, it is certain that we have a lot of work ahead for the upcoming period. Namely, we need to fulfil the obligations arising from the political agreement; we need to implement the reforms related to the urgent reform priorities in the areas of judiciary, fight against corruption, electoral reform, fundamental rights and interethnic relations, freedom of expression and media, economic governance, good-neighbourly relations. It is clear that these are all important areas for further democratization of the society and therefore we will need to deliver concrete results. Our commitment to do so was reiterated at the recent meeting of the High Level Accession Dialogue. Finally, for us it is of great importance to move

ahead in the process and to have clear EU perspective; decision to start the accession negotiations would provide additional enthusiasm for the implementation of the reforms. I would conclude by quoting the former German Chancellor Konrad Adenauer "European unity was a dream of a few people. Today it is a necessity for all of us".

PROGRESS OF THE PROJECT ACTIVITIES BY MONTHS

January, 2015

The Twinning Project started in January, 2015 with the arrival of the Resident Twinning Advisor (RTA). During the first weeks initial steps for establishing necessary internal implementation structure were taken by the RTA and the beneficiary institution - SEA. Each component and result of the project got its coordinator in SEA, which play the role of the first counterparts for the RTA as regards to planning, implementation and evaluation of the expert's missions. The RTA had a chance to introduce himself and present the project purposes and implementation timeline during the WCEI Sub-committee that was held on 15th of January 2015.

February, 2015

During the month of February, a first "fact-finding" mission in activity 1.1.1 "Review and assessment of the central EU coordination structures and current instruments and development of recommendations" took place. STEs (Short Term Experts) from Germany, Poland and Croatia, performed a broad analysis of the current organisational structure, tasks and procedures of the SEA in managing EU coordination tasks. They also held interviews with SEA's heads of relevant sectors and experts, as well as with representatives from other line ministries (Legislative Secretariat and the General Secretariat, representatives of selected NPAA working groups). STEs collected valuable information about internal regulations and the framework of cooperation among all institutions engaged in EU integration process.

March, 2015

March is the month in which the official start of the project was marked by the Project Opening Conference and the Kick-Off meeting. Both events have shown great interest of the broader audience in the project. Also, numerous missions in activities 1.2.1, 1.3.1 and 1.4.1 took place. The main aim of the first STEs mission in Activity 1.2.1 was to make an assessment of the existing legal system in the beneficiary country and the legal instruments used for harmonization and transposition of EU law. Numerous meetings and interviews were conducted by experts in order to collect information and identify gaps and possible areas for improvement. The general aim of the 1st mission in activity 1.3.1 was to make an assessment of the current state of play with regards to the management of the translation process, as well as to identify the needs of the SEA and other line ministries for further support and improvement

in the translation process of the national version of the Acquis. SEA staff and the STEs have conducted an extensive agenda of meetings and interviews with the institutions that are already taking part in the translation process of the Acquis or are envisaged by the SEA to be included in the process, in order to increase the common understanding and quality of adoption of the national version of the Acquis. The first mission in the activity 1.4.1 had a strong focus on the revision of the internal procedural guideline (namely: NIPAC Manual) and delivering a set of proposals and recommendations for adjusting this manual to the IPA 2 modalities. During the mission, interviews with the institutions involved in the IPA implementation were conducted and relevant information was collected by the STEs.

In addition, please read more and be familiar about our project opening conference and kick – off meeting.

Opening Conference and Kick - Off Meeting

On 4th of March, 2015 the official opening ceremony as well the kick-off meeting took place in the premises of the Secretariat for European Affairs in Skopje. The project was presented to a broader audience from different ministries, institutions and media in which some initial information about the project were presented. During the opening conference, the general scope of the project as well as the current state of play on the integration process in the country was introduced by the Deputy Prime Minister Mr. Fatmir Besimi. The Head of the EC Delegation – Mr. Aivo Orav, emphasized the necessity of constant involvement of the Government institutions in the implementation of the necessary reforms on the way to EU integration. The speakers from the German, Polish and Croatian Embassies pointed out the great commitment of those three countries to supporting the beneficiary administration in the process of institutional capacity building and adopting EU standards. In the speeches of Mr. Jovan Andonovski (Beneficiary Country Project Leader – BC PL) and Mr. Wolf-Dieter Plessing (Member State Project Leader – MS PL) the speakers presented the overall aims and the project's purposes to a larger audience in the country, highlighting the necessity of active involvement of all institutions to which the project is dedicated.

They emphasize that one of the aims of this Twinning project is to support SEA and other institutions in enhancing the EU coordination structures and procedures in terms of its efficiency, effectiveness and quality.

The Member State Resident Twinning Advisor – MS RTA together with the Beneficiary Country Resident Twinning Advisor – BC RTA presented the main goals and objectives of the project, the time line of the planned activities and the results to be achieved. They agreed that one of the keys to success would be good cooperation between both parties based on partnership and openness.



April, 2015

During the fourth month of project implementation, missions were held in activities 1.1.1, 1.3.1 and 1.5.1.

The aim of the missions in activity 1.1.1 was to elaborate, together with SEA, the programme for the workshop on coordination of integration process, which would encompass the best practices from German, Poland and Croatia, and identify factors for improvement of coordination structures in beneficiary country. Also missions in activity 1.3.1 were held during month of April. The STEs were working on a Policy Paper on the improvement of the process of preparation of the national version of Acquis. The document will be prepared in accordance with the outline that was prepared and agreed with SEA during STEs' first mission in March 2015. The first mission in activity 1.5.1 was a fact-finding mission orientated on collecting all relevant information on training management systems and procedures used by the Secretariat for European Affairs (SEA) for delivering trainings to civil servants on the issues connected with EU.

May, 2015

During the month of May, four workshops under activity 1.1.1, 1.2.1, 1.4.1 and small workshop under activity 1.5.1 were organised under the Twinning project. Also the first evaluation of the project activities was made during the first Steering Committee meeting held in the premises of the beneficiary on May 6th, 2015.

Additionally, in May a wide front of actions started in Component 2 aiming at assessment of the current state of legal transposition and implementation of EU acquis in the beneficiary country. STEs initiated analysis in the areas of the following NPAA chapters: 3 - Right of establishment and freedom to provide services, 7 - Intellectual property law, 8 - Competition policy, 22 - Regional policy and coordination of structural instruments and 31 - Foreign, security and defence policy. Activities in Component 2 will be

continued in the following period. Also during this month, the first internship program started for the employees from the beneficiary institution involved in the process of translation. This internship took place in Zagreb, Croatia.

June, 2015

June was a month in which a couple of activities and missions took place. Follow up on the mission and finalization of the Policy paper and Coordination paper was achieved in activity 1.3.1 by two Croatian STEs. Also meetings were held in order to make a short summary and further recommendation of the first group who were part of the internship program in Zagreb. During this month mission in activity 1.1.1 took place for finalization of the policy paper on assessment of EU coordination structures. Also, under Component 2 another chapters have been covered by STEs, namely: 1 – Free movement of goods, chapter 11 – Agriculture and rural development, chapter 28 – Consumer and health protection.

July, 2015

In the month of July a couple of missions and workshops were held for Component 1 and 2. Twinning experts had meetings with the colleagues from the SEA and the line ministries and performed several workshops. Also the second Steering Committee Meeting was held during this month summarising first 6 month of the twinning project implementation. Please find more information in the text below.

ACTIVITY 1.1.1 “Review and assessment of the central EU coordination structures and current instruments and development of recommendations”.

TITLE OF THE WORKSHOP: *“EU coordination structures – experiences in Croatia, Poland and Germany and their impact in the beneficiary country”*

On May 6th, 2015 under the activity 1.1.1 of the Twinning project a workshop was held with subject on “EU coordination structures – experiences in Croatia, Poland and Germany and their impact in the beneficiary country”. Experts from the three above mentioned EU member states took part in this workshop giving relevant information about the EU coordination systems, pointing as well the experiences, strengths and weaknesses of EU coordination models in Croatia, Poland and Germany. From beneficiary side, the representatives of relevant government institutions and line ministries involved in the beneficiary country coordination system for EU integration took part in workshop.

During the workshop, discussion was held on possible legal and organizational measures necessary to be taken to consolidate the the beneficiary country coordination system



ACTIVITY 1.5.1 “Elaboration of EU related competencies framework for EU accession training”

TYTLE OF THE WORKSHOP: *“Job description, job competencies and competency framework”*

On 7th of May a small-scale workshop was delivered by Twinning experts under activity 1.5.1 to SEA staff. The aim of the workshop was to point-out the importance of job descriptions for the appropriate functioning of any organization (recruitments, tariff classification, payments, performance appraisals and HRD/training), as well as to clarify the basic structure of a job description and to show the linkage between job profile and competencies. During the workshop, Croatian expert presented and explained the competency framework introduced in the Croatian public administration, as reference for the elaboration of EU related competences for the Secretariat for European Affairs. The Croatian model will be further developed under the Twinning project.



ACTIVITY 1.2.1 “Review of methodologies for harmonization, transposition and recommendations for improvement”

TITLE OF THE WORKSHOP: *“Implementation of EU Law”.*

A two-day workshop was held on 20 and 21st of May, 2015 under activity 1.2.1 on “Implementation of EU Law”. During the workshop the experiences regarding implementation of the EU law in Croatia, Poland and the beneficiary country (legislative procedures, transposition techniques) were presented and commonly discussed. The participants had also a chance to hear about the Croatian and Polish experience in the process of legal harmonization with EU Acquis, legislative procedures and coordination mechanisms.



ACTIVITY 1.4.1 “Assessment of the IPA structures and action plan for upgrading the organizational structure”.

TITLE OF THE WORKSHOP: *“IPA II 2014 – 2020 modalities”.*

Under activity 1.4.1 a workshop was held on 20 of May, 2015 in the premises of the SEA. Topic of the workshop was “IPA II 2014 – 2020 modalities”. Two Croatian experts gave presentation on IPA 2 regulations with a strong focus on requirements for adjusting of NIPAC procedures and structures. The recipients of the workshop were SEA staff (NIPAC office), as well as CFCD and other relevant line ministries.



ACTIVITY 1.3.3 “One-week internship for 20 participants involved in the translation process to Croatia”

DURATION OF THE INTERNSHIP PROGRAM: 18- 22 May, 2015

In May 2015 a group of 4 representatives from the Sector for Preparation of the National Version of Acquis - Secretariat for European Affairs (SEA) were on a one week internship in the counterpart department within the Ministry of Foreign and European Affairs of the Republic of Croatia. The aim of the internship was to gain in-depth know-how of all the obligations arising from the pre-accession and after-accession period in the field of the national version of Acquis. The participants had the opportunity to meet and discuss with key stakeholders from the Ministry of Foreign and European Affairs of the Republic of Croatia as well as with experts from other line ministries different aspects of organization of the translation, legal and expert revision and finalization of the Croatian version of the EU legal acts, of the Croatian legislation into English and of various documents for the needs of the EU accession negotiations. By the end of 2015, other 4 groups of 4 representatives from SEA and the line ministries will pass through the same internship program. Thereby the level of competencies in this field will be increased. At the end of this first internship programme the group answered evaluation questionnaires prepared by the project team in which they express their experience and satisfaction.

ACTIVITY 1.2.2 “Review of the law drafting procedures and identification of areas for improvement”

WORKSHOP: *“Implementation of the EU legislation, process and planning”*

SEA and the Twinning Project organized a workshop on the implementation of EU legislation and law drafting procedures that was held on 2nd July 2015. Representatives from the General Secretariat, Secretariat for Legislation and line ministries were present on the workshop. On this workshop the participants reviewed and discussed the legislation procedure in the beneficiary country as well the ones in Germany and Poland, law drafting phases as well as the NPAA planning cycle and integral framework.

ACTIVITY 1.5.1 “Elaboration of an EU related competencies framework for EU accession training”

WORKSHOP: *“Introduction of the EU competencies model”*

A workshop was held on 2nd July 2015 in the premises of SEA and presenters were experts from the project and SEA. The goal of the workshop was to present the EU competencies framework- the

German model and the state of plan in the beneficiary country. During this workshop the participants discussed the different types/categories of working positions, general and specific competencies, and job descriptions according to the competencies and the different types of skills.



ACTIVITY 2.7.3 “Workshops for the methodology for Gap assessment of the chapters of the Acquis”

WORKSHOP: “Gap assessment”

One-day workshop was held on the 8 July 2015 under activity 2.7.3 for Gap Assessment. Presenter on this workshop was an expert from Croatia. The participants on the workshop discussed the gap assessment in the chapters of the Acquis. During this workshop the participants discussed the EU legislation, different directives, vertical and horizontal approaches, transposition in/into law and annexes as well as the administrative structures and monitoring of the transposition process.



First Steering Committee Meeting (SCM)

On May 6th, 2015 the first SCM took place at the premises of the Secretariat for European Affairs. All persons in charge of successful project implementation, namely representatives from the SEA, the General Secretariat, the Legislative Secretariat, the Ministry of Foreign Affairs, the EU Delegation as well as member state project partners, evaluated the progress of the project so far and discussed the further proceedings.



Second Steering Committee Meeting (SCM)


On the 15th July 2015 the 2nd Steering Committee of Twinning Project was held. The SC members discussed the current tasks and activities as well as the future plans and obligations.

Sincerely yours,

Project Team

Project components and activities:

- **Component 1** – *Extended horizontal support and enhanced capacities of the SEA for inter-ministerial coordination on EU integration and prioritisation with a focus on the central level institutions to better assume the coordination and IPA management role*
 - 1.1.1 – Review and assessment of the central EU coordination structures and current instruments and development of recommendations
 - 1.1.2 – Developing and conducting training modules for the EU accession process
 - 1.1.3 – Study visit for 5 days for 15 participants to Croatia
 - 1.2.1 – Review of methodology for harmonization, transposition and recommendations for improvement
 - 1.2.2 – Review of the law drafting procedures and identification of areas for improvement
 - 1.2.3 – Development of training package for law drafting and legal approximation methodology as well as conduction of a pilot training
 - 1.2.4 – Study visit of 5 days for 15 participants to Poland and Germany
 - 1.3.1 – Analysis of the current state of play of the management of the translation process and drafting of a policy paper with recommendations
 - 1.3.2 – Development and implementation of a tailor – made training programme for the translation services
 - 1.3.3 – One-week internship for 20 participants involved in the translation process to Croatia
 - 1.3.4 – Organising a regional awareness – raising event on the legal translation of the Acquis
 - 1.4.1 – Assessment of the IPA structures and action plan for upgrading the organisational structures
 - 1.4.2 – Reviewed and upgraded monitoring system for procurement, contracts and sectoral programmes
 - 1.4.3 – Elaborating trainings on the new institutional set-up for IPA and conducting a pilot training
 - 1.5.1 – Elaboration of an EU related competencies framework for EU accession training
 - 1.5.2 – Policy paper with proposals with regard to EU related training at SEA training center
 - 1.5.3 – Preparation of a tailor – made training plan for SEA's training center and conducting trainings
 - 1.5.4 – Support the information flows between SEA and stakeholders

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- 1.6.1 – Assessment and recommendations for streamlining the communication and coordination between the MFA, SEA and the Mission to EU in Brussels
 - 1.6.2 – Development of trainings for improvement of institutional cooperation and operational communication between key institution in the accession process
 - **Component 2** – *Extended targeted and thematic support and enhanced capacities of key line – ministries selected on the basis of shortcoming identified in the EC Progress Reports (assuming complexity of the respective chapters)*
 - 2.7.1 – Analysis of the mapping of chapters of the Acquis, based on EC Progress Report 2014 and other relevant documents, provided by SEA
 - 2.7.2 – Delivery of best practices of benchmarking methodology and transitional periods
 - 2.7.3 – Workshops for the methodology for Gap assessment of the chapters of the Acquis
 - 2.8.1 – In – depth analysis of priority Acquis chapters identified under activity 2.7.1
 - 2.8.2 – Review of remaining Acquis chapters
 - 2.8.3 – Study visit for 5 days for 15 participants to Poland
 - 2.8.4 – Study visit for 5 days for 15 participants to Germany
 - 2.9.1 – Drafting of action plans for chapters analysed in 2.8.1 and design of a monitoring tool.



Notes:

For more information

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"The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms.

The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders".

The European Commission is the EU's executive body.



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