TWINNING LIGHT PROJECT FICHE
"Further institutionalisation of structured mechanism/s for cooperation between the Government and civil society"

List of abbreviations

BC	Beneficiary Country
BC PL	Beneficiary Country Project Leader
CA	Contracting Authority
CFCD	Central Financing and Contracting Department within Ministry of Finance
CSOs	Civil society organizations
CV	Curriculum Vitae
DEU	Delegation of the European Union
EC	European Commission
EU	European Union
MIPD	Multi-annual indicative planning document
NDP	National Development Plan
NGOs	Non-Governmental Organisations
NPAA	National Programe for Adoption of the Acquis
PAO	Programme Authorising Officer
PSC	Project Steering Committee
SEA	The Secretariat for European affairs
SPO	Senior Programme Officer
STE	Short Term Expert
TAIB	Transition Assistance and Institution Building

1. Basic Information

1.1 Publication reference: EuropeAid/ 139-063/ID/ACT/MK

1.2 Programme: Instrument for Pre-accession Assistance (IPA) - National Programme for 2013under the IPA Transition Assistance and Institution Building Component (TAIB).

1.3 Twinning Number: MK 13 IPA OT 01 17 TWL

1.4. Title: Further institutionalisation of structured mechanism/s for cooperation between the Government and civil society

1.5. Sector: Public administration reform

1.6. Beneficiary country: the Beneficiary country[1]

2. Objectives

2.1 Overall Objective(s):
The overall objective of the project is further institutionalisation of structured mechanism/s for cooperation between the Government and the civil society.

2.2 Project purpose:
The purpose of the project is to create an improved environment for civil society through functional Council for cooperation between the Government and civil society and preparation of new Action plan (for the period 2018-2020) for the implementation of the Strategy for cooperation of the Government with civil society.

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

Link to AP/NPAA/SAA
The **Accession Partnership(AP)**outlines a series of priorities to be addressed in the area of civil society. The **AP** stresses the importance of ensuring transparency in the administration, in particular in the decision-making process, and calls for further promoting active participation by civil society in the decision making processes.

The National Programme for Adoption of the Acquis (NPAA) identifies a series of measures, on short and medium term, to be taken as regards the political, economic and policy criteria for membership of the European Union and is one of the key documents of the Government of the Beneficiary country that serves as instrument of reforms coordination in the European integration process. The NPAA is revised every year, taking into account the European Commission Progress Reports and possible updates of the EU acquis. With regard to civil society, NPAA plans setting up and advisory council on cooperation with civil society and further inclusion of civil society in the decision-making process.

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[1] As per Financing Agreement signed between the Government of the Beneficiary Country and the European Commission concerning National Programme for Component 1 for 2013 under the Instrument for Pre-accession Assistance, signed on 19 December 2014.

The project will contribute towards the implementation of the **Stabilisation and Association Agreement (SAA)** objective of "development of civic society and democratisation".

Link to MIPD

The MIPD 2011-2013 identifies the overall objective of pre-accession assistance in supporting the country's efforts to comply with the accession criteria. In this respect, it clearly notes down the support for the country's preparation to meet the challenges of future EU membership, particularly through the targeted support in terms of adoption of the acquis, as well as the enhancing of the institutional and administrative capacity to transpose, implement and enforce Community standards.

Link to NDP

n/a

Link to national/sector investment plan

- Strategy for cooperation of the Government with Civil Society (2012-2017);
- Open Government Action Plan 2016-2018;
- Strategy on Public Administration Reforms, 2010.

3. Description of the project

3.1 Background and justification

Civil society has played a notable role in the history of the Beneficiary Country. The legal framework, based on the Constitution, consists primarily of the Law on Citizen Associations and Foundations. The first Law on Citizen Associations and Foundations was adopted in 1998 as a necessity emerging from the new democratic political system. The law defined civil society organisations as associations, based on values and interests, non-partisan, not-for-profit and not for business activities. This law did not regulate trade unions, chambers of commerce, political parties, churches and religious communities regulated under different regulations. Since April 2010 a new Law on Associations and Foundations has been in force. The most important changes introduced with the new Law include further liberalization and practice of the right for association, extended to legal entities, foreigners and minors. It also introduced a possibility for civil society organisations to perform directly economic activities; to obtain a status of public benefit organisation and to be entitled to perform public authorisations. Promoting the aim for closer cooperation with the civil society and encouraging their active involvement in the process of policy development, the Government established, in 2004, the Unit for Cooperation with Non-governmental organisations (NGOs). It operates within the Sector for Policy Analysis and Coordination in the General Secretariat of the Government. In 2007, the Government adopted a Strategy for Cooperation of the Government with the Civil Sector (2007-2011). For further strengthening of this cooperation, in June 2012 the Government adopted the new Strategy for Cooperation of the Government with the Civil Sector (2012-2017)[2].The primary aim of the Strategy is to promote, support and improve the partnership relations between the Government and the civil society (associations and foundations) through measures for strengthening the mutual cooperation. A Code of good practice for participation of Civil Society in the

[2] http://www.nvosorabotka.gov.mk/sites/default/files/dokumenti/strategijaa_2012-2017.pdf

policymaking process[3] was adopted by the Government to improve the consultation process. A Code of good practice for financial support to citizen's association and foundations, Programme for financing programme activities of citizen's association and foundations for 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016 and 2017 and Decision for criteria and procedures for allocation of resources for financing programme activities of citizen's association and foundations from the Budget were adopted by the Government to enable transparency and to define criteria and monitoring procedures of the financial assistance granted by the Government to CSOs. Regarding the funding of the civil society the national legislation prescribes the state budget as one of the source of funding of the CSOs. Presently, the Government finances citizen associations and foundations through several sources, allocated through the budget of the ministries and other governmental institutions. Additionally, the relevant projects under IPA National Programmes contribute to strengthening the capacity of the Unit for cooperation with NGOs and implementation of the Strategy for cooperation of the Government with the Civil Society but also to strengthening the capacities of the civil society and providing support to selected priority areas through grant schemes.

DG Enlargement Guidelines for EU support to civil society in enlargement countries 2014-2020[4] contributes to the Guiding principles of civil society support in the enlargement region for the period 2014-2020.

The 2016 EU progress report stipulates that an empowered civil society is a crucial component of any democratic society and should be recognised and treated as such by state institutions. It recognises the need for better involving CSOs in policy-making, legislative process and in discussions resulting in concrete actions and that both government and non-governmental actors should cooperate more constructively.

In the priority area 5: Strengthened institutional framework and practices of cooperation of the Strategy for cooperation of the Government with Civil Society, the Government recognizes as priority the establishment of a consultative body for improving the cooperation, dialogue and fostering the development of the civil society. The process of setting up the Council for cooperation between the Government and Civil Society is underway (the Decision for establishment of the Council, setting up the structure, competencies and the procedure for nomination of the members, was adopted in May 2016 as a result of a wide consultation process with CSOs , including on-line consultation through the web site of the Unit for cooperation with NGOs of the General secretariat of the Government and public debates organized by the Unit, several platforms of CSOs and TACSO – Technical assistance for civil society organizations, project funded by the European Union. In June-July 2016 the selection process of civil society representatives in the Council was organized, but some 89 CSOs expressed concerns about the process for establishing the Council. The Decisions will be revised absorbing the recommendations by the civil society organizations concerned and reselecting process of the CSOs members will be relaunched in Autumn 2017.

The current Strategy for Cooperation of the Government with the Civil Sector is for the period 2012-2017. Therefore, General Secretariat of the Government will organise previously consultations with relevant ministries and other state administrative bodies as well as civil society to update the strategy priorities. The written opinion of the responsible institutions including the civil society will be used as situation analysis in the process of revision of the Strategy and preparation of the Action plan for the period 2018-2020.

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[3] http://nvosorabotka.gov.mk/sites/default/files/dokumenti/kodeks_na_dobri_praktiki.pdf

[4] *DG ELARG Guidelines for EU support to civil society in enlargement countries 2014-2020*
http://ec.europa.eu/enlargement/pdf/civil_society/doc_guidelines_cs_support.pdf

3.2 Linked activities/ projects

The below listed projects are complementing, and not overlapping, the activities programmed under this Twinning Fiche:

Title: Public administration reform
Source of funding: IPA TAIB 2007
Budget: 2,000,000 euro(999.300 euro for the service contract "Strengthening the capacity of the General Secretariat – Sector for Policy Analysis and Coordination -Unit for Public Administration Reform and Unit for NGO Cooperation")
Duration: November 2009 – August 2011
Description: Component 2 of the service contract supported the General Secretariat – NGO Cooperation Unit in the implementation of the Governmental Strategy for cooperation with Civil Sector and development of the Code of good practices for participation of the civil society in the policy development process.

Title: Support the participation of the civil sector in decision making process and in providing social services
Source of funding: IPA TAIB 2008
Budget: 1,300,000 euro
Duration: March 2011 – March 2013
Description: Under this project, the Strategy for Cooperation of the Government with the Civil Sector 2012-2017 was developed and technical assistance was provided in preparation of grant scheme application package. The purpose of the grant scheme was to support the development and capacity building of the civil sector through improved involvement of CSOs in the process of drafting legislation and regulations (particularly those connected to the EU integration process, as well as public awareness raising), increased participation of CSOs in providing social services and community-based activities, improved capacities to mobilise resources and voluntary work and improved involvement in the field of democracy and the rule of law.

Title: Support to Enhancement, Sustainability and the Development of an Active Civil Society
Source of funding: IPA TAIB 2009 (grant scheme)
Budget: 1,500,000 euro
Duration: 12-18 months (December 2013 – June 2015)
Description: The purpose of the project (grant scheme) is to strengthen the capacity of Civil Society in the fight against corruption and organised crime, in the protection of human rights, and the CSO management and networking, including joint implementation of community-based activities and social services, resource mobilisation, mobilising voluntary work, institutional cooperation between CSOs and between CSOs and the central and local government.

Title: Further development and financial sustainability of the Civil Society
Source of funding: IPA TAIB 2011 (grant scheme)
Budget: 1,350,000 euro
Duration: 12-18 months(November 2015 –May 2017)
Description: The purpose of the project (grant scheme) is to further enhance the environment conductive to development and financial sustainability of civil society through involvement of civil society in the creation of public opinion, policy making and participation in the decision making processes at local and national level.

3.3 Results and measurable indicators

The following mandatory results should be jointly achieved by the MS and BC Twinning Partners, at least, but not limited, and will directly support the achievement of the project's purpose.

Component1: Support the establishment of a functional institutional body (Council) for dialogue and cooperation between the Government and civil society

Results

1. Prepared assessment of the Decision for establishment of the Council for cooperation between the Government and civil society, with recommendations/amendments for improvements;
2. Prepared operational methodology for the Council by preparing Rules of Procedures for the Council for cooperation between the Government and civil society;
3. Capacity building of all selected members (civil society and public administration)of the Council for cooperation between Government and civil society for performing their roles and responsibilities.

Indicators

1. Decision for establishment of the Council for cooperation between the Government and civil society is amended and adopted according to the recommendations;
2. Selection process of the members of the Council for Cooperation between the Government and civil society according to the amended Decision for establishment of the Council is conducted in the first half or the implementation of the project;
3. Operational methodology is developed and Rules of Procedures of the Council for cooperation between the Government and civil society are adopted;
4. All selected members (CSOs and public administration) of the Council trained to perform necessary tasks for smooth operation of the Council with clear division of their role and responsibilities;
5. All CSOs members of the Council trained to use functional mechanisms for inclusive consultation with their constituencies and thematic/sector CSOs groups, represent their views and needs in the Council as well as feedback them on the outcome.

Component 2: Enhanced cooperation between the Government and civil society

Results

1. Revised Strategy for cooperation of the Government with civil society and preparation of new Action plan (for the period 2018-2020) for the implementation of the Strategy, with possible focus on secondary legislation and harmonisation of the relevant legislation (e.g. preparation and adoption of legally binding document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs, Law on donations and sponsorship etc.);
2. Provided written recommendations on existing draft documents related to priority measures from the Strategy for cooperation of the Government with civil society (e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of tax legislation related to CSOs etc.);
3. Enhanced capacity of the network of civil servants for cooperation with civil society, for monitoring of the implementation of the Action Plan (2018-2020) for the Strategy

for cooperation between the Government and civil society, including clear procedures, requirements and deadlines for the monitoring process.

Indicators

- The revised Strategy for cooperation of the Government with civil society and the new Action plan for the period 2018-2020 for implementation of the Strategy is prepared;
- Approximately 200 CSOs reached and involved in the consultation process for preparation of the Draft-Action plan for the period 2018-2020 (online consultations, public debates etc.);
- Written recommendations on existing draft documents related to priority measures from the Strategy for cooperation of the Government with civil society (e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs etc.) are prepared;
- Approximately 25 members of the network of civil servants for cooperation with civil society trained for monitoring of the new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society including clear procedures, requirements and deadlines for the monitoring process.

Component 3: Promotion of the work of the Council and the Action plan (2018-2020) for the Strategy for cooperation of the Government with civil society in public

Results

1. Promoted and awareness raised of the work of the Council and the Action plan (2018-2020) for the Strategy for cooperation of the Government with civil society;
2. Views and needs of the sector CSOs and their constituencies, including feedback on the outcome/accomplished results in the Council for cooperation between the Government and civil society communicated and disseminated;
3. Strengthened cooperation between local self-government units and CSOs.

Indicators

- At least 1(one) awareness raising event (conference, round table, public debate, etc.) organized to promote of the work of the Council and the Action plan (2018-2020) for the Strategy for cooperation of the Government with civil society;
- Approximately 3 meetings held with already established thematic/sector CSOs networks (IPA mechanism, Network 23+, and other networks especially those established through Civil Society Facility grants), to communicate and dissemination views and needs of the sector CSOs and their constituencies, including feedback on the outcome/accomplished results in the Council for cooperation between the Government and civil society;
- Approximately 3 meetings held with local self-government units, public administration on central level and CSOs for presentation of the new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society and sharing mutual experience in cooperation with civil society.

3.4. Activities

Activities related to Component 1:

- Revision of the Decision for establishment of the Council for cooperation between the Government and civil society ("Official Gazette of RM" No.98/2016) and preparation of recommendations/amendments for improvements of the Decision;
- Preparation of Rules of Procedures of the Council for Cooperation between the Government and civil society;
- Preparation of training programme and training materials and organization of workshops, trainings, on-the-job trainings for transfer of knowledge on the following topics:
  - One day training for all selected members (CSOs and public administration) of the Council to perform necessary tasks for smooth operation of the Council with clear division of their role and responsibilities;
  - One day training for CSOs members of the Council to use functional mechanisms for inclusive consultation with their constituencies and thematic/sector CSOs groups, represent their views and needs in the Council as well as feedback them on the outcome;
  - On-the-job training of the staff of the Unit for cooperation with NGOs of the General secretariat for administrative support of the work of the Council.

Activities related to Component 2:

- Revision of the Strategy for cooperation of the Government with civil society (2012-2017);
- Preparation of new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society with possible focus on secondary legislation and harmonisation of the relevant legislation (e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs, Law on donations and sponsorship etc.);
- Preparation of written recommendations on existing draft documents related to priority measures from the Strategy for cooperation of the Government with civil society(e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs etc.);
- Preparation of training programme and training materials and organization of workshop and on-the-job trainings for transfer of knowledge on the following topics:
  - Two day workshop for capacity building of the members of the network of civil servants for cooperation with civil society, for monitoring of the implementation of the Action plan for the period 2018-2020 for the Strategy for cooperation of the Government with civil society including clear procedures, requirements and deadlines for the monitoring process;
  - On-the-job training of the staff of the Unit for cooperation with NGOs of the General secretariat for coordination and monitoring of the implementation of the new Action plan 2018-2020.

Activities related to Component 3:

- Support in organizing at least 1(one) awareness raising event (conference, round table, public debate, etc.) to promote of the work of the Council and the Action plan

(2018-2020) for the Strategy for cooperation of the Government with civil society;

- Support and assist the Beneficiary in organization of approximately 3 meetings with already established thematic/sector CSOs networks (IPA mechanism, Network 23+, and other networks especially those established through Civil Society Facility grants), to communicate and dissemination views and needs of the sector CSOs and their constituencies, including feedback on the outcome/accomplished results in the Council for cooperation between the Government and civil society;
- Support and assist the Beneficiary in organization of approximately 3 meetings with local self-government units, public administration on central level and CSOs for presentation of the new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society and sharing mutual experience in cooperation with civil society.

3.5 Means/ Input from the MS Partner Administration:

The project will be implemented in the form of a Twinning Light contract between the beneficiary country and a EU Member State and it shall provide exchange of experience and know – how with a MS Institution with good practice in the stated project activities. The Twinning Partner shall provide an adequate team of experts – one MS Project Leader, responsible for overall coordination of project activities and a pool of Short-term Experts (STEs) with suitable knowledge to carry out the activities described.

The interested MS Partner Institution shall include in its proposal the CV's of the designated Project Leader and the proposed Short-term Experts as well as their specific tasks to which they will be assigned to.

3.5.1 Profile and tasks of the Project Leader

Qualifications and skills:

- At least a University degree[5] in the area of public administration, political studies, law, social sciences or other areas relevant to the project or equivalent professional experience of 10 years in public administration;
- Be a high-ranking civil servant or equivalent staff within departments/units related to cooperation between the government and CSOs;
- At least 3 years of relevant experience in strategic and policy advice in the area of cooperation between the government and CSOs;
- Fluent written and spoken English.

Tasks:

- Conceive, supervise and coordinate the overall preparation of the project;
- Co-ordinate and monitor the overall implementation of the project with the BC PL;
- Co-ordinate MS experts' work and availability;
- Communicate with the beneficiary, CFCD and EUD;

[5] http://europa.eu/epso/doc/diplomes-fortheweb_en.pdf

- Ensure the backstopping functions and financial management;
- Guarantee the successful implementation of the Project's Work Plan;
- Co-chairing the regular Project Steering Committee meeting with the Beneficiary Country Project Leader;
- Preparation and drafting of start-up and final report;
- Where necessary, provide technical assistance and advice under the Project.

3.5.2 Profile and tasks of the Resident Twinning Advisor (RTA)

Not applicable

3.5.3 Profile and tasks of the short-term experts (STEs)

Other specialist staff will be made available by the Twinning Partner to support the implementation of activities. The proposed pool of short-term experts is expected to cover all relevant areas targeted under this project.

Qualification and skills for STEs:

- At least University-level degree[5] in an area relevant to the project or equivalent professional experience of 10 years in public administration;
- Be civil servant or equivalent staff seconded to work within departments/units/structures related to cooperation with CSOs,
- Have at least 3 years of practical experience in implementation of institutional aspects targeted by the Twinning Light Contract;
- Have experience in providing on-the-job transfer of practical know-how through participation in the implementation of the project tasks;
- Have experience in developing training programmes and implementation of training sessions according to the scope of the project;
- Fluency in written and spoken English.

Tasks:

- Prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with project activities;
- Provide practical expertise/advices and transfer knowledge to relevant staff for execution of all activities related to the results and objectives required within the project;
- Provision of practical support, advice, recommendations, analyses and reports as foreseen under the project in close cooperation and cooperation with the relevant institutions;
- Contribute to the project reporting, to drafting the notes and other documents and reports on their missions;
- Address cross-cutting issues.

4. Institutional Framework

The Contracting Authority for this Twinning project is the Central Financing and Contracting Department (CFCD) within the Ministry of Finance.

4.1 Beneficiary Institution(s)

The main beneficiary institution for the Twinning Light project is the General Secretariat of the Government. The Unit for cooperation with NGOs within the Sector for policy analysis and coordination is responsible for coordination and management of the project from the beneficiary side and will support the Twinning Light project team in organizational and technical matters. Members of the Council for cooperation between the Government and Civil Society, after its establishment, will be involved in project activities of Component 1 of the project.

4.2 Co-ordination mechanisms between institutions

A Project Steering Committee (PSC) will be established at the beginning of the project to monitor the implementation of the project comprising of senior representatives the Beneficiary Country Project Leader, the Member State Project Leader, other representatives from MS and Beneficiary Country and the representatives from the Delegation of the European Union and CFCD as Contracting Authority.

The final and exact composition of the PSC will be agreed with the Contracting Authority at the start-up of the project. Any observer to the PSC should be approved by the Contracting Authority.MS and BC Twinning Light Partners will arrange regular and ad-hoc coordination and information exchange meetings with other stakeholders as necessary.

It should be noted that the participation of the Member State Project Leader in Steering Committees meetings has to be combined with expert mission in case the MS Project Leader is also a short-term expert in the twinning light project. If the MS Project Leader is not a short-term expert in the twinning light project then his/her visits to the Beneficiary country, as part of his/her overall task to ensure coordination and political steering of the project should be organized at the same time as the two Steering Committee meetings of the project and the Kick-off Meeting. As a minimum, the Project Leader should be able to dedicate to the project at least 3 days per month, with at least 3 on-site visits.

The Steering Committee meetings are called and chaired by the Project leaders. The PSC will monitor, supervise and co-ordinate the overall progress and implementation of the project. The PSC will provide guidance for the different activities of the project, will define priorities, approve and monitor budgets and approve the results.

The following Steering Committee meetings shall be held during the project implementation:

- Kick-off Meeting at the project's start.
- The 1st Steering Committee meeting during the 3rd month of implementation, to discuss and approve the start-up report
- The 2nd Steering Committee meeting, to discuss and approve the Final Report within the last month of the project's legal duration.

4.3 Reporting requirements as per Art 6.4 of the Twinning Manual

Proper project reporting is essential to ensure adequate follow-up of project implementation and evaluation of the results. These reports shall consist of a content section and financial section. Reports will follow the templates of Annex C4/Annex C5 of the Twinning Manual. In addition to these formal reporting stages, the twinning partners are obliged to inform in writing the Contracting Authority (CFCD) of any critical aspects or conditions of project implementation, or any amendments/modifications necessary within the budget.

A jointly drafted **Start-up Report** covering the first 2 (two) months of the contract and submitted during the third month, which should:

- Clearly define the aims and purpose of the aid provided by the project;
- Give detailed description of the content of particular parts of the project;
- Work out in detail the activities conducted and the results achieved;
- Work out in detail all modifications agreed with the Beneficiary Institutions;
- Review difficulties met during the implementation of the project and measures that were undertaken for their removal;
- Provide all findings obtained in the meanwhile and preliminary conclusions; and
- Contain a general plan of activities for the implementation of the remained duration of the project.

A jointly drafted **Final Report** shall be submitted within 3 (three) months upon the completion of the project activities and in any case within the legal duration of the project, and should contain the following:

- Complete review of all activities conducted by MS experts during the implementation of the project,
- Achieved progress concerning each activity,
- Summary of all project results, with particular emphasis on mandatory results,
- Estimation of the project impact compared with the project aims and measures of the achieved progress,
- Identification of all important problems met during the implementation of the contract and solutions that have been applied,
- Lessons drawn from the project, and
- Recommendations for further steps in future projects.
- All Project outputs (assessment reports, recommendations, draft methodologies, etc.) as attachment.

All reports must be produced in English in electronic and hard copy. **These reports shall be signed by both Member State and Beneficiary Country Project Leaders, and be submitted to the Contracting Authority.** Each report must be presented in electronic format and 4 hard copies two week prior to the Steering Committee meetings to the relevant participants (the Project Beneficiary, the Contracting Authority, the members of the Steering Committee and the EU Delegation). All reports should be written in English. The final versions should incorporate any comments and discussions during the Steering Committee meetings. Failure to submit satisfactory reports in time may lead to the decision to suspend EU financing for the project.

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

5. Budget

The project will be implemented through a Twinning Light Contract estimated at a maximum of EUR 250.000 (out of which 95% IPA funds and 5% National co-financing).

Twinning Contract	Total (EUR)	IPA Community contribution		National Public contribution	
	250.000	EUR	%	EUR	%
		237,500	95	12,500	5

The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

Its maximum duration (time spent for twinning activities) is limited to **8 months**. This duration is supplemented by the standard 3 months execution period foreseen for inception and reporting (see Article 2 of the General Conditions for Grants, Annex A2 to the Twinning Contract).

The financial rules applicable to 'Twinning Light' are the same as those for standard Twining, except that:

- Equipment and private sector services (other than translation and interpretation where necessary) are not eligible for funding;
- Preparatory costs are not eligible for funding;
- Project assistants are not eligible for funding;

In addition to the IPA and National co-financing as part of the Twinning Contract amount, as a rule, all twinning contracts must provide additional co-financing on the side of the Beneficiary Institution, for the purpose of covering costs not covered under the project budget as per Twinning manual, point 5.13, as follows:

- Direct and indirect cost of the Beneficiary administration working for the project;
- Organisation of seminars/workshops/trainings (incl. venue, printing seminar materials and other logistical support.)

The following expenses are to be covered with the project funds:

- Visibility cost;
- Audit certificate cost.

The project will be located in the premises of the General Secretariat which will ensure appropriate facilities and basic equipment for the work of the experts.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

The Central Financing and Contracting Department (CFCD) of the Ministry of Finance will be the Contracting Authority and will be responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities. The Head of CFCD will act as the Programme Authorising Officer (PAO) of the project:

Ms. Radica Koceva (PAO)
Central Financing and Contracting Department
Ministry of Finance

6.2 Main counterparts in the BC

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

BC Project Leader
Dragi Rashkovski, Ph.D
Secretary General of the Government

Senior Programme officer
Mrs Suzana Nikodijevic Filipovska,
Head of Sector for Policy Analysis and Coordination

BC Contact person will be:
Elpida Petkovska
Junior associate in the Unit for cooperation with NGOs

6.3 Contracts

The project shall be implemented through 1 (one) Twinning Light Contract, with an amount of EUR 250,000.00.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (Date)
The estimated date for the launching of the call for proposals is: June 2017

7.2 Start of project activities (Date)
The estimated date for start of project activities is: November 2017

7.3 Project completion (Date)
The project implementation period (duration of the Twinning Work Plan) is 8 months after the commencement date of the Twinning Light Project.

7.4 Duration of the execution period (number of months)

The overall execution period of the Twinning Light Project is 11 months with an implementation period of 8 months. (The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action).

8. Sustainability

The Member State Twinning Partner shall transfer their best practices and know-how necessary to achieve the mandatory results to the Beneficiary Administration. Staff benefiting from training programme and other project activities shall transfer knowledge through subsequent training to their colleagues. Moreover and at the end of the implementation period, the results will be disseminated, as well as the best practices acquired and future relevant activities will be foreseen.

9. Crosscutting issues

The cross-cutting issues will be addressed throughout the project.

9.1 Civil Society development and dialogue

The consultation and communication processes will constitute important aspects of the experience and knowledge exchange with the twinning partner. Bearing in mind the importance that a strong civil society plays in a democratic environment, the project reflects the necessity for strengthening the civil society organizations and their involvement in the decision making process and policy creation, by setting a whole range of activities targeting this issue.

9.2 Environmental considerations

It is not envisaged that the project will have a direct measure addressing environment. Nonetheless due consideration will be taken into consideration of environmental best practice where relevant and appropriate in the project.

9.3 Equal Opportunity and non-discrimination

The project implementation will ensure the observance of the principles of equal opportunities and non-discrimination. Equal gender opportunities will be fully respected in the composition of the Steering Committee and where necessary. In the implementation of the project the principle of equal opportunity will apply as regards the hiring of experts, local staff or any sub-contractor required. In the choice of staff participating in seminars, trainings or other project activities, equal opportunity requirements will be respected.

9.4 Minority and vulnerable groups

The twinning partners in formulation the proposal and implementation the contract shall ensure respect of Ohrid Framework Agreement, and "Race directive" 2000 (200/43/EC of 29 June), which has an important impact on employment (incl. vocational training, working conditions, social protection etc.) and is also a crucial aspect of the acquis. Also, the training activities will include a specific component to train beneficiary staff in the different aspects of mainstreaming minority and vulnerable groups.

9.5 Good governance, with particular attention to fight against corruption

The Government is strongly determined to fulfil all criteria needed for EU accession and membership, and all the necessary actions are being taken to reach the aim. Through transparent policies and involvement of different stakeholders in the process of policy design the accountability and responsiveness vis-a-vis the citizens will be strengthened.

9.6 Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with Regulation (EC). N. 718/2007[6].

10. Conditionality and sequencing

10.1 Conditionality

[6]SeeArticle62and63ofRegulation(EC)N.718/2007

The project includes the following conditionalities:

- Allocation of working space and facilities by the beneficiary institution before contract signature;
- Appointment of counterpart personnel by the beneficiary institution before the launch of the project;
- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars and trainings by the beneficiaries as per the work plan of the project;
- Consultations with relevant ministries and other state administrative bodies as well as civil society to update the priorities of the Strategy for Cooperation of the Government with the Civil Sector (2012-2017) before the start of the implementation of the activities of Component 2.

10.2 Sequencing

Not applicable.

ANNEXES TO TWINNING LIGHT PROJECT FICHE:

Annex 1 - Logical framework matrix

Annex 2 – List of relevant laws and regulations

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR: Further institutionalisation of structured mechanism/s for cooperation between the Government and civil society		**Programme name and number:** Instrument for Pre-accession Assistance (IPA) - National Programme for 2013 under the IPA Transition Assistance and Institution Building Component (TAIB)	
Overall objective	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions**
The overall objective of the project is further institutionalisation of structured mechanism/s for cooperation between the Government and the civil society. The purpose of the project is to create an improved environment for civil society through functional Council for cooperation between the Government and civil society and preparation of new Action plan (for the period 2018-2020) for the implementation of the Strategy for cooperation of the Government with civil society.	– Council for cooperation between the Government and civil society fully operational – Revised Strategy for cooperation of the Government with civil society with Action plan for the period 2018-2020 developed and adopted	– Government reports; – EC Progress reports: – Project reports.	– Allocation of working space and facilities by the beneficiary institution before contract signature; – Appointment of counterpart personnel by the beneficiary institution and members of the Steering Committee before the launch of the project.
Results	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions**
Component1: Support the establishment of a functional institutional body (Council) for dialogue and cooperation between the Government and civil society 1. Prepared assessment of the Decision for establishment of the Council for cooperation between the Government and civil society, with recommendations/ amendments for improvements;	- Decision for establishment of the Council for cooperation between the Government and civil society is amended and adopted according to the recommendations; - Selection process of the members of the Council for cooperation between the Government and civil society according to the amended Decision for establishment of the Council is conducted in the first	– Project reports; – Rules of procedure of the Council; – Training programme and materials.	– Establishment of the Council for cooperation between the Government and the Civil Society; – Commitment of the members of the Council.

2. Prepared operational methodology for the Council by preparing Rules of Procedures for the Council for cooperation between the Government and civil society; 3. Capacity building of all selected members (civil society and public administration) of the Council for cooperation between Government and civil society for performing their roles and responsibilities.	half or the implementation of the project; - Operational methodology is developed and Rules of Procedures of the Council for cooperation between the Government and civil society are adopted; - All selected members (CSOs and public administration) of the Council trained to perform necessary tasks for smooth operation of the Council with clear division of their role and responsibilities; - All CSOs members of the Council trained to use functional mechanisms for inclusive consultation with their constituencies and thematic/sector CSOs groups, represent their views and needs in the Council as well as feedback them on the outcome.		
Component 2: Enhanced cooperation between the Government and civil society 1. Revised Strategy for cooperation of the Government with civil society and preparation of new Action plan (for the period 2018-2020) for the implementation of the Strategy, with possible focus on secondary legislation and harmonisation of the relevant legislation (e.g. preparation and adoption of legally binding	- The revised Strategy for cooperation of the Government with civil society and the new Action plan for the period 2018-2020 for implementation of the Strategy is prepared; - Approximately 200 CSOs reached and involved in the consultation process for preparation of the Draft-Action plan for the period 2018-2020 (online consultations, public debates etc.); - Written recommendations on	- Project reports; - Revised Strategy and developed Action plan for the period 2018-2020; - Training programme and materials	- Availability of skilful staff in beneficiary institutions.

document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs, Law on donations and sponsorship etc.); 2. Provided written recommendations on existing draft documents related to priority measures from the Strategy for cooperation of the Government with civil society (e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of tax legislation related to CSOs etc.); 3. Enhanced capacity of the network of civil servants for cooperation with civil society, for monitoring of the implementation of the Action Plan (2018-2020) for the Strategy for cooperation between the Government and civil society, including clear procedures, requirements and deadlines for the monitoring process.	existing draft documents related to priority measures from the Strategy for cooperation of the Government with civil society (e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs etc.) are prepared; - Approximately 25 members of the network of civil servants for cooperation with civil society trained for monitoring of the new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society including clear procedures, requirements and deadlines for the monitoring process.		
Component 3: Promotion of the work of the Council and the Action plan (2018-2020) for the Strategy for cooperation of the Government with civil society in public 1. Promoted and awareness raised of the work of the Council and the Action plan (2018-2020) for	- At least 1(one) awareness raising event (conference, round table, public debate, etc.) organized to promote of the work of the Council and the Action plan (2018-2020) for the Strategy for cooperation of the Government with civil society; - Approximately 3 meetings held	- Project reports; - Meeting minutes.	- Availability and commitment of CSOs members of the Council; - Availability of municipalities' staff.

the Strategy for cooperation of the Government with civil society; 2. Views and needs of the sector CSOs and their constituencies, including feedback on the outcome/accomplished results in the Council for cooperation between the Government and civil society communicated and disseminated; 3. Strengthened cooperation between local self-government units and CSOs.	with already established thematic/sector CSOs networks (IPA mechanism, Network 23+, and other networks especially those established through Civil Society Facility grants), to communicate and dissemination views and needs of the sector CSOs and their constituencies, including feedback on the outcome/accomplished results in the Council for cooperation between the Government and civil society; - Approximately 3 meetings held with local self-government units, public administration on central level and CSOs for presentation of the new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society and sharing mutual experience in cooperation with civil society.		
Activities	**Means**	**Costs**	**Assumptions**
Activities related to Component 1: • Revision of the Decision for establishment of the Council for cooperation between the Government and civil society ("Official Gazette of RM" No.98/2016) and preparation of recommendations/amendments for	Twinning Light Contract	EUR 250.000 (out of which 95%IPA funds and5% National co-financing)	• Allocation of working space and facilities by the beneficiary institution before contract signature; • Appointment of counterpart personnel by the beneficiary institution before the launch of the project;

improvements of the Decision; • Preparation of Rules of Procedures of the Council for Cooperation between the Government and civil society; • Preparation of training programme and training materials and organization of workshops, trainings, on-the-job trainings for transfer of knowledge on the following topics: - One day training for all selected members (CSOs and public administration) of the Council to perform necessary tasks for smooth operation of the Council with clear division of their role and responsibilities; - One day training for CSOs members of the Council to use functional mechanisms for inclusive consultation with their constituencies and thematic/sector CSOs groups, represent their views and needs in the Council as well as feedback them on the outcome; - On-the-job training of the staff of the Unit for cooperation with NGOs of the General secretariat for administrative support of the work of the Council. **Activities related to Component 2:** • Revision of the Strategy for			• Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars and trainings by the beneficiaries as per the work plan of the project.

cooperation of the Government with civil society (2012-2017); • Preparation of new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society with possible focus on secondary legislation and harmonisation of the relevant legislation (e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs, Law on donations and sponsorship etc.); • Preparation of written recommendations on existing draft documents related to priority measures from the Strategy for cooperation of the Government with civil society (e.g. legally binding document for standardisation of the state funding for CSOs, harmonisation of the tax legislation related to CSOs etc.); • Preparation of training programme and training materials and organization of workshop and on-the-job trainings for transfer of knowledge on the following topics: - Two day workshop for capacity building of the members of the network of civil servants for cooperation with civil society, for			

monitoring of the implementation of the Action plan for the period 2018-2020 for the Strategy for cooperation of the Government with civil society, including clear procedures, requirements and deadlines for the monitoring process; - On-the-job training of the staff of the Unit for cooperation with NGOs of the General secretariat for coordination and monitoring of the implementation of the new Action plan 2018-2020. **Activities related to Component 3:** • Support in organizing at least 1(one) awareness raising event (conference, round table, public debate, etc.) to promote of the work of the Council and the Action plan (2018-2020) for the Strategy for cooperation of the Government with civil society; • Support and assist the Beneficiary in organization of approximately 3 meetings with already established thematic/sector CSOs networks (IPA mechanism, Network 23+, and other networks especially those established through Civil Society Facility grants), to communicate and dissemination views and needs of the sector CSOs and their constituencies, including			

feedback on the outcome/accomplished results in the Council for cooperation between the Government and civil society; • Support and assist the Beneficiary in organization of approximately 3 meetings with local self-government units, public administration on central level and CSOs for presentation of the new Action plan for the period 2018-2020 for implementation of the Strategy for cooperation of the Government with civil society and sharing mutual experience in cooperation with civil society.			

ANNEX 2: List of relevant Laws and Regulations

- Law on Associations and Foundations
- Strategy for Cooperation of the Government with the Civil Sector (2012-2017)
- Decision on establishment of Council for cooperation between the Government and civil society
- Code of good practice for participation of civil society in the policymaking process
- Code of good practice for financial support to citizen's association and foundations