


Ref 9	Project title		<i>Strengthening the Capacity of the General Secretariat, Sector for Policy Analysis and Coordination – Unit for Public Administration Reform and Unit for NGO Cooperation</i>					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners
	FYR Macedonia	955.000.00	12,5 %	1 st/t int. expert (4 m/m); 1 st/loc. expert (2 m/m)	The Government of the Republic of Macedonia, The General Secretariat of the Government	The Delegation of the European Commission to the FYR of Macedonia (Skopje)	2009 (Oct.) 2011 (Apr.)	Hulla & Co. Human Dynamics KG
Detailed description of project					Type of services provided			
<p>The overall objective of the project was to strengthen the capacity of the General Secretariat – Sector for Policy Analysis and Coordination (Unit for Public Administration Reform and Unit for NGO Cooperation) and the inter-ministerial public administration coordination committee in ensuring the continuity of the reform process, by continuously adjusting and developing the administrative system, due to fast changes in modern society and in the EU integration process.</p> <p>The specific objective of the project was to review and upgrade the PAR Strategy and to support the implementation of the Strategy for Cooperation with the Civil Society sector.</p> <p>The project aimed at:</p> <ul style="list-style-type: none"> strengthening the capacity of the General Secretariat – Sector for Policy Analysis and Coordination (Unit for PAR) and the inter-ministerial public administration coordination body in further developing and coordinating the implementation of the Public Administration Reform Strategy; strengthening the capacity of the General Secretariat – Sector for Policy Analysis and Coordination (Unit for NGO Cooperation) in implementing the Strategy for Cooperation with the Civil Society Sector. 			<p>Develop and update a PAR strategy and Action Plan. The technical assistance supported the development of the new PAR Strategy according to lessons learnt, recommendations of 2005 update and current needs linked to the EU integration process. The development of the Strategy and its subsequent proposals was performed in close cooperation with the respective PAR Unit. The Strategy development and its subsequent recommendation were the key to the rest of this component. It had the following sub activities: - review the existing strategy and update according to lessons learnt and current needs linked to the EU integration process; - provide data and information on best practices in development and implementation of PAR strategies in other European countries, with particular regard to recently accessed EU member states; - assess the existing strategy and Action Plan and propose clearly define future PAR priorities; - support the respective Unit in the necessary work aimed at the adoption of the PAR strategy;</p> <p>Visibility measures on PAR strategy. Technical assistance designed, proposed and implemented a package of visibility measures toward stakeholders. This activity increased the public awareness on PAR. All visibility activities were carried out in close cooperation with the respective PAR Unit. It had the following sub activities: - conduct a series of regular public debates and workshops in Skopje and selected regions of the country with the objectives of: public consultation about the PAR Strategy before its adoption; increasing awareness on the PAR; promoting visibility and transparency of the Government's policies. These initiatives will involve the participation of EU and local experts and academics. Where possible, these events were organized in government /municipality training meeting rooms/venues. The final selection of the regions was conducted in cooperation with the Beneficiaries and the Contracting Authority; - preparation and dissemination of project material (publication, brochures, etc.), translations (Macedonian, English and Albanian).</p> <p>Train staff on PAR strategy. The assistance elaborated training needs assessment, based on the development of the respective beneficiary staff and the strategy developed in first activity. After the need assessment a series of training, study visits and internships were strategically spread out over the time until the end of project's implementation period. It comprised the following sub activities: - develop a Training Plan based on the need assessment; - build capacity of respective beneficiary PAR Unit staff, through appropriate training related to the Unit's main responsibilities and tasks. Main topics were: - key elements in PAR; - PAR in the light of EU integration; - methodologies to develop PAR strategy; - best practices on coordination of PAR; - communication and visibility actions; - quality Management, CAF (Common Assessment Framework), customer service improvement; - organise and conduct up to two study visits for the respective beneficiary staff to selected EU member states; - select the appropriate EU countries where activities will be carried out, in cooperation with the Beneficiaries and the Contracting Authority; - organize at least two study visits for the staff of the Unit, including travel and accommodation arrangements. The visits lasted approximately one week each and enabled the staff to get acquainted with best practices in PAR development, coordination and monitoring in the selected EU member state (which has undergone comparable reform); - all organizational aspects were implemented in close coordination with the Beneficiaries and Contracting Authority.</p> <p>Build monitoring capacities in the respective beneficiary PAR Unit. The assistance for this activity took the strategy developed in the first activity as the basis to develop a clear monitoring system for the implementation of the new PAR Strategy. It was conducted in close cooperation with the PAR Unit, with involvement of relevant Ministries. The activity had the following sub activities: - assess the respective beneficiary Unit's needs as regard to monitoring needs; - train respective beneficiary PAR Unit staff on monitoring techniques; - develop a set of monitoring tools, including benchmarking and indicators.</p>					