

Matra Training for European Cooperation

(MTEC)

Instrument for Pre Accession Programme Management

14th –25th November, 2011

ECORYS
Research and Consulting



EVD
international
business and cooperation

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1 Key Information

- **Objective:** To develop knowledge, attitude and skills among professionals in the (potential) candidate countries of the EU, to play an active role in the implementation of IPA in their countries enabling them to understand and implement national and EU regional policy.
- **Time Period:** 14–25th November 2011
- **Location:** Rotterdam, The Netherlands
- **Accommodation:** Savoy Hotel, Rotterdam
- **Target group:** The training is designed for experts and executives from ministries, managing authorities, administrations and organisations that work on EU funds management. The participants are expected to have active and passive knowledge of English.
- **Participants:** Total of 50 participants from below mentioned countries:
 - Current Candidate Countries: Croatia, Macedonia, Montenegro and Turkey
 - Potential Candidate Countries: Albania, Bosnia-Herzegovina, Kosovo and Serbia.
- **Applications:** deadline 16 September 2011
- **Contact:** Mr. Rob Boudewijn (Rob.boudewijn@ecorys.com) or Mr. Atze Verkennis (Atze.verkennis@ecorys.com)
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2 Introduction

The MTEC IPA training course provides an up to date state of play of IPA in the target countries with focus in present and future developments. The training provides IPA /Structural Funds and institutions development with focus on principles and practicalities of planning, managing, funding, implementing and evaluating, highlighting the implications for the EU (potential) candidate countries.

The training is organized by ECORYS Nederland B.V. under the Matra programme of the Netherlands Ministry of Foreign Affairs. The objective of the Matra Training for European Cooperation (MTEC) training courses is to: create and strengthening of the networks among the participating countries (East-East Network); and to develop an extensive exchange of experience and cooperate with the Dutch Government sector and colleagues in the participating countries, contributing to the process of integration of the applicable countries into the EU.

In this course ECORYS Nederland BV has designed a comprehensive, tailor-made and intensive training course aimed at training regional and national government officials in the field of implementing and managing EU IPA/Structural Funds. It is clear that all participants should become fully acquainted with European regulations in the regional policy and IPA/Structural Funds and the implementation and management of these funds. The participants should be able to apply this knowledge in practice. For this purpose a skills development programme is integrated, which will give the participants the opportunity to apply theory to practical problems found in their own country. In this way the participants will be able to use the acquired knowledge in their working environment and feel confident in managing IPA/Structural Funds. The nature of the training is as practical as possible, focusing on the everyday work and direct applicability of the participants.

3 Context

Pre-Accession Assistance (IPA)

For many decades the European Union has been supporting lagging regions with funds to improve economic and social conditions in these regions. In the last couple of decades EU financially supports also the countries that are in the process of accession or have the ambition of becoming its member states. On the basis of the lessons learned and with ambition to improve the effectiveness and efficiency in utilisation of its assistance, the European Commission designed and in 2007 introduced Instrument for Pre-Accession Assistance (IPA). IPA integrates all previous EU assistance instruments within a single framework aiming at preparing the (potential) candidate countries for future utilisation of EU Structural and Cohesion Funds in more coherent and systematised manner. In this respect, in order to be able to harvest the benefits from future assistance provided by the EU Cohesion Policy, the Candidate Countries have to continue their preparations to create an effectively functioning institutional and legislative system as well as sufficient administrative capacity to manage the funds.

IPA's key objectives are based on the reinforcement of administrative capacity and the establishment of the proper management structures necessary to take responsibility of the management of EU assistance. In this respect, generally, there is no competition for funds under IPA. Through different five components IPA takes into account the current differences between potential candidates and candidate countries in terms of administrative, programming and management capacity.

In Croatia, Macedonia and Turkey, these components are implemented in a decentralised manner. Decentralised Implementation System (DIS) infers obligations of beneficiary countries to manage the whole project cycle such as: Programming, Implementation (Tendering & Contracting), Monitoring & Evaluation.

Montenegro is in process of obtaining accreditation for DIS. The utilisation of the funds under IPA components 3, 4 and 5 depends on the conferral of management of EU funds by the European Commission to the countries' national authorities; i.e is possible only when the countries have been granted by the Commission the right of decentralised management of the funds. This means that the national governments have to have systems and procedures in place, operating under EC/IPA rules and under control by the Commission. The current candidate countries are already working under decentralised system and are (in different stages) in process of preparations or obtaining accreditation for extended DIS, without EC control. Montenegro is in process of preparations for accreditation.

Therefore, the main challenge is to keep up with EU requirements while dealing at the same time with domestically related affairs of their daily work. However, to harvest the benefits from future assistance provided by the Structural Funds, the Candidate Countries will have to continue their preparations to create an effectively functioning institutional and legislative system as well as sufficient administrative capacity for managing the funds. The Potential Candidate countries will need to establish these structures and make them functional by the time when the structural funds will be available to them.

The MTEC course on IPA/Structural Funds is designed to help officials from the candidate and potential candidate countries to prepare for the day when they will have to find their own way in EU Cohesion Policy and its mechanisms. Due to the fact that the IPA structure is very much similar to the Structural Funds structure, the training not only prepares (potential) candidate countries for a future in Structural Funds but helps them to deal with the more immediate challenges posed by IPA for their post-accession assistance systems within the EU related to structural funds management and absorption capacity.

4 Objectives of the course

The specific objective of this training is:

To develop knowledge, attitude and skills of project pipeline developers, programme implementers and managers in the field of the policy life cycle of IPA management (programme management, programming, implementation, project pipeline creation, project appraisal, monitoring and evaluation, financial management), so that they feel confident in their job and can act as “change agent” by sharing their knowledge back home.

The specific learning targets for this training are as following:

- To gain knowledge on different actors and institutions in the decision making and legislative procedures in the EU, especially in regional policy;
- To enable the participants to apply planning and programming techniques for meeting national policy priorities in the context of National Development Plan/National Strategic Reference Framework, Sector Operational Programme and Regional Operational Programme process;
- To enable the participants to succeed with promotion and preparation of programme implementation and to have an overview and understanding of implementation of IPA in other countries;
- To gain fundamental skills for programme implementation such as project development, project appraisal, and project selection;
- Gain fundamental skills and knowledge on more effective management of public funds and financial management and control;
- To develop and practise EU negotiating skills;
- To understand how IPA Funds influence and complement public finance;
- To gain knowledge necessary for the adequate implementation of EU regulations;
- To gain knowledge and skills for monitoring and evaluation in a EU IPA Funds context;
- To enable the participants to create an appropriate Administrative Capacity for managing the IPA Funds and develop the government ownership;
- To be able to and feel confident to play a role in the management of the IPA Fund policy life cycle;
- To gain more knowledge about good practices from other countries;
- To establish a network between the participants and among participants and Dutch practitioners;
- To build up the participants' confidence for playing a role in the management of the IPA Fund policy life cycle.

5 Approach of the course

ECORYS uses an interactive approach. The training sessions will facilitate cooperation and discussion among the participants not only in the training, but also during the social events and mapping dinner. The training modules contain a mix of teaching and interactive exercises.

Some modules contain presentations and questions and answers. Those are meant to transfer knowledge and skills. In other modules the participants will apply the learnt knowledge and skills by producing joint papers and holding presentations. Other modules are focussed on illustrating examples through study visits and presentations from other countries. During the training the participants have many opportunities to learn from each other as well.

The following working methods will be used:

- Assignments prior, during and after the training course
- Theoretical introductions, providing working methods
- Group exercises: throughout the whole training course
- Presentations of case studies and examples as input
- Network mapping
- Presentations from practitioners in the Netherlands
- Practical exercises
- (Panel) Discussions
- Several negotiating exercises
- Role plays and simulation exercises
- Several casus
- Presentations given by the participants

6 Structure and contents of the course programme

The training course will take two consecutive weeks. The programme takes the participants through all stages of the IPA policy life cycle, from strategic planning, the institutional structure and programme preparation to implementation, management, monitoring and evaluation, and will result in a group of well-trained executives in the various countries.

The implementation structures in place differ among the Candidate Countries and the Potential Candidate Countries. Therefore, we will organise the training in parallel session for both groups which differ in nature and sometimes subjects. Where possible, we will mix the groups or have plenary sessions (opening sessions, excursions, assignment presentations).

Trainings Modules

The programme consists of 8 modules that are complementary and supportive to one others and it takes the participants through all stages of the IPA policy life cycle, with additional working visits and skills training.

Overview of the modules and the main learning results:

1. Introduction to IPA

- The EU level playing ground: state of the art
- State of the art with IPA implementation in the different countries: presentations by the participants
- IPA Funds: concepts and context
- Introduction of the assignment
- Participants get familiar with the latest EU developments and the important players and their competences, have insight in the state of the art of IPA implementation in other countries, know the basic concepts of IPA and are informed about the assignment.

2. Strategic Planning and Programming

- Participants will get acquainted with programming and will be able to apply programming techniques and tools (SWOT and logical framework analysis).
- Implementation and Absorption Capacity and presentation techniques
- Participants will get familiarized with project pipeline development, project development and indicators, programme and project implementation and project appraisal and feasibility. This module eases practicable understanding of effective strategies to communicate and promote the policies and priorities of programmes and projects.
- The second part of this module focuses on presentation techniques. The participants will learn how to get the message across.
- Financial management, Control and Rules
- The main objective of this module is to get acquainted with financial management and control and the rules and procedures for procurement under PRAC and FIDIC.

3. Monitoring and Evaluation

- This module provides the participants with knowledge of the concept and use of monitoring data, data collection and management. Participants get familiar with the main requirements for the evaluation of IPA programmes.

4. Negotiations and change management

- With this practical module the participants get insight and skills in different negotiating styles and the process of negotiating with the European institutions. A simulation game about IPA funding will be developed for this training. Change management will teach the participants how to apply the acquired knowledge and skills and how to disseminate it with the colleagues back home.

5. *Working visits*

- The scheduled working visits are an important part of the programme, since they will link theory to practice. In the morning the participants will visit a project co-financed by European funding in Rotterdam and get familiar with the management and the set up of the project. In the afternoon the participants will visit the ministry of ELI (Economics, Agriculture and Innovation). During this visit short introductions by experts in of European funding are scheduled, followed by a panel discussion and networking drinks. The working visits familiarize the participants with the practical side of European funded projects.

6. *Assignment*

- During the course the participants will work on their assignment in multi-national subgroups. The subgroups will the project pipeline development for IPA. All groups will present their assignment to a panel of experts, who will provide the participants with feedback and tips. The final grade for their assignment will be based on content (50%) and presentation skills (50%).

The everyday practice of IPA/Structural Funds will receive considerable attention with field visits and study trips. Furthermore, practitioners from the Netherlands and other EC countries will be available to tell about their experiences. At last, there will be an exchange of learning experiences from the participants.

Social Programme

To stimulate the network function of the training course a social programme will be organised as well. The following activities are foreseen:

- Surprise Dinner
- Social drinks
- Ambassador dinner and drinks
- Network mapping dinner.
- Joint cultural dinner

7 Organisation

Ecorys Nederland BV

Ecorys Nederland BV is a fully independent applied economic research and advisory institute currently involved in many projects in various disciplines all over the world. Ecorys Nederland BV is specialised in economic strategy development, IPA/Structural Funds interventions, economic impact assessment, programming and training.

Ecorys Nederland BV has large-scale practical experience in the EU IPA/Structural Funds in Western Europe and New Member States of Central and Easter Europe. As a result it is aware of the major problems and potentials that arise during the implementation of IPA/Structural Funds throughout the whole EU. Furthermore, it is involved in numerous projects in EU candidate countries focused on the pre-accession strategy, including the preparation for EU IPA/Structural Funds and the establishment of an institutional framework.

This MTEC training will be organized under the umbrella of the Ecorys Academy. The Ecorys Academy, part of Ecorys, is a specialized training institute, providing training and interactive courses for public, private and non-for-profit organisations worldwide. The Ecorys Academy has many years of experience providing training courses for clients worldwide. One of the key-qualifications of the Ecorys Academy is that it combines in-house experience of hundreds of consultants with the in-depth knowledge and hands on experience of our immense network of experts worldwide. The Ecorys Academy has a proven track record in the fields of research and policy advice, institutional and capacity development, communication and financing, programme management and realisation and monitoring and evaluation.

The Ecorys Academy training courses are about specific themes and policy fields: structural Funds, instrument for pre-accession, cost-benefit analysis, social policy, urban development, quantitative (regulatory) aspects of EU impact assessments, (European) negotiation skills and European Affairs, and Public Private Partnerships, these are just some examples of our training portfolio. Our training offer consists of open training courses, client based training courses, embedded training courses and coaching and advisory programmes.

The combination of our extensive, specialised experience and the quality of our training staff ensure you that you will get important added value out of the tailor-made trainings we offer. After every training, the participants are invited to become a member of the exclusive Ecorys Academy international alumni circle, having received a certificate of performance (not just attendance).

8 Dates

The course will be held at the World Trade Centre in Rotterdam from the 14th through to the 25th of November 2011. You will be expected to arrive in The Netherlands at Sunday 13 November 2011 and you will depart on either Friday evening 25 November or Saturday 26 November 2011.

9 Fees/Accommodation

The Netherlands Government will provide fellowships covering costs, such as international travel, board and lodging, visa and insurance, tuition fees, lecture materials and excursions in so far as included in the programme.

Participants will be accommodated in the Savoy Hotel in Rotterdam.

10 Teaching Staff

The training staff will consist of:

- Staff members of Ecorys;
- Practitioners from Structural Funds programmes;
- Civil servants from relevant Ministries and managing authorities.

11 Admission Requirements

The course is designed for government officials, professionals from Managing Authorities and Intermediate Bodies, project pipeline developers, project evaluators and representatives of the relevant Ministries and other organisations in Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, Serbia and Turkey.

The maximum number of participants is 50. Important points on which the selection of participants will be largely based are:

- The participants should be fluent in spoken and written English;
- The participant should be highly motivated and enthusiastic;
- The participant should be comfortable with sharing their knowledge, perhaps in the form of a solo presentation;
- The participant should clearly demonstrate an immediate need for training on IPA/Structural Funds.
- The potential participants have to describe shortly what their current role in and with IPA Funds implementation and preparation is, what they expect to learn and why they want to participate in the training.

12 Application procedure

Applications should be made through the Netherlands Embassy in the applicant's country. Application forms should be downloaded from the website: www.cross-agency.nl.

Go to Downloads, click on application form for the relevant course, click on your country; you can then download the application form.

Applications (duly signed by the applicant and his or her employer) should be submitted before **16 September 2011** through the Embassy of the Kingdom of the Netherlands in the applicants' country. By this date, all forms, including the signed employer statement, must be received by the Embassy of the Kingdom of the Netherlands. Please note that the application instructions on the website need to be followed carefully.

Only fully documented applications will be considered. Admission will be on a competitive basis. The participants will be selected by the steering committee.

Applicants who have been accepted for the course are expected to attend. In case of no-shows or cancellations within 3 weeks before the start of the course, the organisers reserve the right to claim any costs incurred (e.g. pre-paid flight tickets) from the applicant's employer.

The selected participants will be asked to fill out a pre course questionnaire, in which they describe shortly what their current role in and with IPA Funds implementation and preparation is, what they expect to learn, what the problems are they envisage in their work and why they want to participate in the training. Furthermore they would elaborate an assignment on the state of the art regarding IPA Funds in their own country

Information and course organisation

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More information on the courses developed under the MTEC programme

- The Embassy of the Kingdom of the Netherlands in your country can supply more copies of this leaflet and information about the other courses.
- For further information, you can contact either the Embassy of the Kingdom of the Netherlands or EVD/CROSS:

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