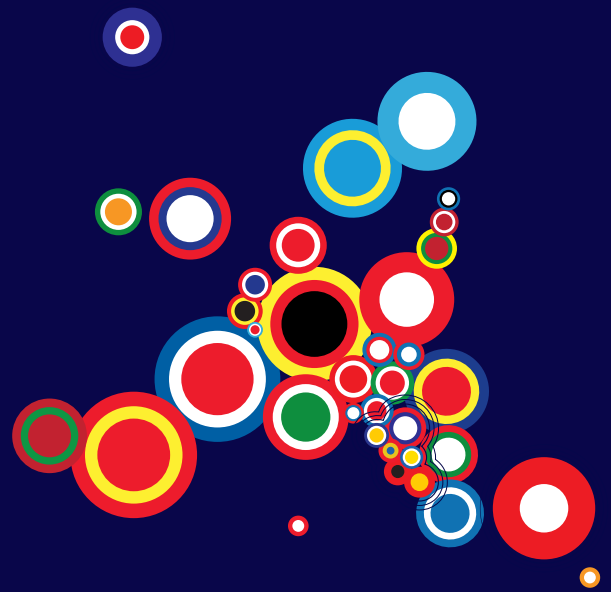




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

ALBANIA EUROPEAN UNION INTEGRATION FACILITY



Action Summary

The Action will strengthen the capacity and accountability of the Albanian public administration to guarantee a sustainable role of the Government in the preparation for EU membership. It will support effective implementation of EU acquis related actions and improve the planning, implementation and monitoring of national strategies, sector programmes and projects. Activities under this action will continue to enhance cooperation and policy dialogue with CSOs and increase awareness on the EU Integration process in Albania. Furthermore, the action will support the government of Albania in the transposition of the EU Gender Equality acquis.

Action Identification	
Action Programme Title	IPA 2015 Action Programme for Albania
Action Title	European Union Integration Facility
Action Reference	IPA 2015/038715.02/AL/European Union Integration Facility
Sector Information	
IPA II Sectors	Democracy and governance
DAC Sector	15110 - Public sector policy and administrative management
Budget	
Total cost (VAT excluded)	EUR 13,900,000.00
EU contribution	EUR 13,900,000.00
Management and Implementation	
Method of implementation	Direct management by the EU Delegation: EUR 7,500,000 Indirect management with the CFCU: EUR 4,700,000 Indirect management with UN Women: EUR 1,700,000
EU Delegation in charge	EU Delegation to Albania for direct management
National authority or other implementing body	National authority: Ministry of Finance Central Finance and Contracting Unit (CFCU) for indirect management Other implementing body: United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) for indirect management
Implementation responsibilities	Overall responsibility: Mr Sention Zotaj, Senior Programming Officer (SPO), Ministry of European Integration
Location	
Zone benefiting from the action	Albania
Specific implementation area(s)	N/A
Timeline	
Deadline for conclusion of the Financing Agreement	At the latest by 31 December 2016
Contracting deadline	3 years following the date of conclusion of the Financing Agreement, with the exception of the cases listed under Article 189(2) Financial Regulation
End of operational implementation period	6 years following the date of conclusion of the Financing Agreement.

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

As pointed out in the Indicative Strategy Paper for Albania and the last Progress Reports, there is a clear need to further strengthen and increase the efficiency of Albania's public administration, both at the central and the local level. A sound and functioning public administration is a prerequisite for progress in many other sectors, and essential for an increase in investments, both foreign and domestic.

The positive response in 2014 to Albania's candidacy for membership in the European Union led the country into a new phase for negotiation preparations, which requires further support for the European Integration process and more efforts towards the establishment of an effective and sustainable public administration.

The Government of Albania (GoA) has recently approved the revision of functions of the European Integration Directorates in the line Ministries and the reorganisation of the NIPAC Office in the Ministry of European Integration (MEI). This includes also the development of a motivation/retention policy (salary policy) for EU integration employees.

Therefore, there is a clear need to continue to strengthen the public administration through a dedicated network of civil servants dealing with EU Integration matters and the forthcoming accession negotiations. Albania will as well be able to benefit from support coming from the administrations of the EU Member States.

The dialogue with the Albanian Civil Society continues to be essential to further increase knowledge of Albania's EU integration process and the start of the accession negotiation process, particularly among key target groups, and increase the general understanding of EU policies, strategies and programmes among the population at large.

Further assistance is required to support EU acquis alignment and further develop mechanisms and tools for improving the organisational structure and the efficiency and effectiveness of government authorities through changes and amendments of existing legislation and their proper implementation.

The new sector approach, including budget support, still requires backing the line Ministries in preparing national support programmes and sector support programmes. In addition, support is needed in order to prepare mature investment projects with a full set of project documentation in line with EU procedures for programming and EU procurement rules, including capacity building focusing on infrastructure tender procedures and other related complex tenders.

The GoA has made significant progress on gender equality at the normative level¹. However, implementation has been lagging behind significantly, impacting negatively on the development outcomes of the country in general. The foreseen action will support the GoA in the transposition of the EU Gender Equality acquis through the implementation of gender and socially responsive government policies, strategies, programmes and related budgets at the central and municipal level. It will also aim at strengthening the national machinery for gender equality and supporting decision-making and coordination bodies, so that the mechanisms of government are self-sustaining in their functioning and the oversight of implementation of the EU Gender Equality acquis.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

This action – a flexible instrument meant to cover many ad-hoc needs - will support the priorities set out in the Indicative Strategy Paper focusing on key areas where financial assistance is most useful to meet the accession criteria.

¹ Law on Gender Equality (2008); Law on Measures Against Violence in Family Relations (2005 and amendments in 2008 and 2010); Law on Protection from Discrimination (2010); National Strategy on Development and Integration (2009-2013); National Strategy on Gender Equality (2005-2009); National Strategy on Gender Equality and the Reduction of Gender-Based Violence and Domestic Violence (2010-2015); National Strategy on Employment and Skills (2014-2020).

The progress report 2014 quoted:Overall, the new government undertook a number of reforms to bring the country closer to meeting the key priorities for progress towards the EU and deliver further tangible results, notably in the area of rule of law. Steps have been taken to strengthen and streamline government structures and improve inter-institutional cooperation. Further strengthening of capacity, coordination and strategic planning for EU integration is needed.

SECTOR APPROACH ASSESSMENT

The Government of Albania (GoA), notably the Strategic Planning Unit in the Prime Minister's Office/ Department of Developing Programming, Financing and Foreign Aid (DDPFFA), is currently preparing a draft National Strategy for Development and Integration (NSDI) for the period 2015-2020 expected to be approved by the GoA in October 2015. The NSDI provides the strategic framework for all sector and cross-sector strategies and is the backbone of the Integrated Planning System (IPS), which is a set of operating principles to ensure that government policy planning, budgeting and monitoring are linked and operate efficiently. The NSDI guides the Medium-Term Budget Programme (MTBP) and subsequently annual budget allocations by providing policy objectives which are included in the Ministry of Finance's instructions for the budget preparation by the various institutions. The GoA is also in the process of defining its policy priorities, and subsequently additional sector strategies will be drafted and expected to be finalised together with the NSDI before the end of 2015.

Efforts to ensure co-operation and an appropriate division of labour among donors have been directed by the provisions of the Paris Declaration on Aid Effectiveness, and are performed on the basis of the NSDI and the underlying national strategies.

Due to the need for an integrated, comprehensive and streamlined system to manage the overall policy cycle in key sectors, the GoA has recently adopted the establishment of the Integrated Policy Management Groups (IPMG), a new system to guide policy development, implementation, monitoring and evaluation and to strengthen sector and donor coordination. The IPMGs will provide a formal structure that brings together senior representatives of the relevant ministries, agencies and development partners in priority sectors – particularly those requiring cross-ministerial cooperation - and allowing them to oversee the entire policy cycle and decide eventual adjustments. The IPMG system aims to provide the Strategic Planning Committee (SPC) and other high-level government committees (e.g. the Inter Ministerial Committee on European Integration Coordination) with the necessary recommendations for key policy decisions affecting those sectors deemed a priority and which require cross-ministerial cooperation.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

Past and current assistance highlights the need to establish a dedicated network of civil servants that can properly manage the negotiation process and other related EU Integration issues. Despite prior and ongoing support, it has been more and more recognised that there still exist severe needs in building systems and capacities at the horizontal level in order for the public administration to function better.

In previous programming exercises it appeared that the programming process is still partly suffering from weak technical capacity and lack of specialised expertise in the beneficiary institutions. This conclusion was reiterated in the study of the readiness of Albania to apply the sector approach². The facilitation of specialised expertise will further improve the country's capacity to develop and implement national sectoral programmes and to prepare mature investment projects in line with EU requirements and best practices. The EU accession agenda requires the provision of specific and enhanced support to the GoA for absorbing and implementing EU gender equality legislation³ and directives⁴ (i.e. EU Gender Equality *acquis*).

² Study "Mapping Sector Strategies", Contract 2013/318-972

http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2014/20140714-mapping-of-sector-strategies-final-report.pdf

³ EU Gender Equality Law, 2013 Update, European Commission, Directorate-General for Justice, Unit JUST/D/1;

Support should be primarily provided in the IPA II priority areas⁵ to line Ministries already progressing in gender-responsive budgeting⁶, as well as to Ministries/Ministers that are more able and willing to progress in the short term.

As regards to the link to previous financial assistance, since IPA 2008 the Ministry of European Integration and line Ministries have benefited from the technical expertise mobilised in the frame of the Project Preparation Facility (PPF), implemented through indirect centralised management with the Austrian Development Agency (ADA). Currently, activities are focused on supporting the establishment of so-called Integrated Policy Management Groups (IPMGs) in 4 pilot sectors including a central technical secretariat, the functions of the central and the other IPMG secretariats, and the development of national sector programmes. Furthermore, support is provided for the reorganisation of the NIPAC office and the restructuring of the EU Integration directorates in the line Ministries.

The EU Integration Facility under IPA 2014 (in fact the predecessor of this action under IPA 2015) will strengthen Albania's institutional mechanisms, capacities and procedures for strategic and integrated planning at central and sector level, further reinforce the capacities to properly manage IPA II actions, but as well continue the above mentioned support to the IPMGs (both existing and new ones to be established), and support the National Investment Committee in order to more easily access grant and loan funding through the WBIF. In addition, it will further support the Ministry of European Integration, target the Parliament and other key institutions in the internal market and energy sector, and last but not least support Civil Society Organisations.

Additional funds under IPA 2012/3/4 in order to facilitate project preparation and urgent ad-hoc needs are currently being managed directly by the EU Delegation to Albania.

With specific reference to EU gender support, under a regional project called "Promoting Gender Responsive Policies in South-East Europe (2014-2016)" and funded by the Austrian Development Cooperation, UN Women is supporting the MoSWY and the Ministry of Finance to implement COM Decision no. 465 (2012) on gender mainstreaming in MTBP and providing technical assistance to line Ministries in order to identify and budget gender equality objectives and targets.

UN Women has also supported the establishment of national gender indicators towards improved and coordinated responses by authorities in implementing the GoA's commitments on gender equality, as well as improved and coordinated monitoring of gender equality and the status of women by central and local government institutions.

⁴ For example Directives 76/207/EEC, 2004/113/EC ("Gender Directive"), and 2006/54/EC (which introduces gender mainstreaming in Article 29). The full list of respectively relevant directives is provided in Annex I.

⁵ Integrated Water Management; Competitiveness and Innovation; Employment Skills and Social Policy.

⁶ MoF, MARDWA, MoSWY.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX EU INTEGRATION FACILITY

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
Strengthen the capacity and accountability of the Albanian administration to guarantee a sustainable role of Government of Albania in the preparation for EU membership.	- Progress made towards meeting accession criteria.	- EC Annual Progress Report.	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
Support effective implementation of EU acquis actions and improve the planning, implementation and monitoring of national sectors reforms.	- Advancement in the composite indicator for governance, notably the average of the index for Government Effectiveness, Burden of Government Regulation and Regulatory Quality; - Composite indicator on PAR and Governance.	- World Bank and World Economic Forum; - EC Annual Progress Report.	- Continuous support of MEI and Line Ministries to European Integration process.
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Result 1: Ensured implementation of EU acquis related actions in order to meet specific needs identified in the course of the pre- accession and upcoming negotiation processes, improved EU Integration skills of Albanian public administration, and enhanced policy dialogue with CSOs on EU Integration.</p> <p>Result 2: National sectors programmes developed in key sectors and project documentation prepared in accordance with EU procedures to support creation of mature projects.</p>	<p>- Number of civil servants benefitting from scholarship scheme;</p> <p>- Increased number of draft laws and by-laws aligned with the EU legislation;</p> <p>- Increased number of EU legal acts transposed into draft laws and by-laws;</p> <p>- Network of civil servants dealing with European Integration established;</p> <p>- Number of grant applications by CSOs submitted to MEI and number of grants successfully completed;</p> <p>- Number of awareness events organised.</p> <p>- Percentage of national sector programmes mature for funding at the time of programming subsequent IPA yearly programmes;</p> <p>- Number of studies, master plans, etc. prepared by line Ministries;</p>	<p>- Scholarship agreements signed;</p> <p>- EC Annual Progress Report;</p> <p>- IPA II Monitoring Committees;</p> <p>- IPA II sectorial monitoring committees;</p> <p>- Monthly meetings between EUD and MEI;</p> <p>- UPRs;</p> <p>- CEDAW reports;</p> <p>- WBIF reports.</p>	<p>- Continuous high-level commitment from the Albanian authorities to the EU accession process;</p> <p>- MEI has sufficient administrative capacity and authority to play a proactive role during facility implementation;</p> <p>- Effective communication and active involvement of all stakeholders;</p> <p>- No fundamental changes in priority setting;</p> <p>- Sufficient ownership, motivation and support from all stakeholders to effectively and actively implementing and monitoring sectors reform;</p> <p>- The active participation of the general public and the target groups.</p>

<p>Result 3: EU Gender Equality acquis transposed through implementation of gender- and socially responsive government strategies, policies, budgets at a central and municipal level.</p>	<ul style="list-style-type: none"> - Number of sets of project documentation prepared; - Number of projects approved for funding under WBIF; - Evidence of progress in implementing commitments on gender equality reported in relevant international documents; - Evidence of progress in implementing commitments on gender equality reported in relevant national document; 	<ul style="list-style-type: none"> - Annual Gender Gap Index, Gender Inequality Index and similar scores; - Report produced by the national body responsible for reporting on gender equality . 	<ul style="list-style-type: none"> - Sustained political commitment to gender equality and women's empowerment, including to CEDAW and EU accession requirements related to gender equality.
ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
<p>Activities related to result 1</p> <p>1.1 Capacity building for civil servants of the Public Administration - scholarships for post-graduate masters on policy studies in EU Member States Schools of Public Administration (e.g. French National School of Administration, Italian School of Public Administration, College of Europe, etc.)</p> <p>1.2 Support to improve the regulatory framework and functions of key Albanian Institutions, such as the Bank of Albania and the Competition Authority</p> <p>1.3 Support to the EU accession process, including expertise for strengthening high-level EU integration capacity; preparation of EU accession-related documents, studies; assistance for programming under IPA II</p> <p>1.4 Support to Civil Society Organisations for implementation of capacity building actions to increase policy dialogue and awareness on European Integration process</p> <p>Activities related to result 2</p> <p>2.1 Technical assistance to develop national sector strategies and action plans; acquis-related needs and preparatory studies; increase maturity of action proposals to be presented by the Government for future EU funding.</p> <p>2.2 Infrastructure Project Preparation and Capacity Building Facility</p>	<p>1.1 Call for proposals with EU Member States and/or other mandated organisations; (indirect management with the CFCU)</p> <p>1.2 Two to three twinnings and/or twinnings light (indirect management with the CFCU) ;</p> <p>1.3 Service/framework and supply contracts (direct management);</p> <p>1.4 Call for proposals for 10-50 grants (indirect management with the CFCU);</p> <p>2.1 Service/framework and supply contracts (indirect management);</p> <p>2.2 Service/framework and supply contracts (direct management).</p>	<p>1,000,000 (activity 1.1)</p> <p>1,500,000 (activity 1.2)</p> <p>3,500,000 (activity 1.3)</p> <p>1,000,000 (activity 1.4)</p> <p>1,200,000 (activity 2.1)</p> <p>4,000,000 (activity 2.2)</p>	<p>- MEI has sufficient administrative capacity and authority to play a pro-active role during the implementation of this facility;</p> <p>- Sufficient ownership, motivation and support from all stakeholders to effectively and actively implementing and monitoring sectors reform Political will and explicit government support (including finance) for operationalizing and strengthening the national gender machinery at central and local level.</p>

<p>Activities related to result 3</p> <p>3.1 Gender Equality Facility:</p> <ul style="list-style-type: none"> - Support to Sector Governance, Strategies and Programmes to ensure alignment of sector strategies, MTBP, action plans and IPA documents with EU Directives on Gender Mainstreaming and Equal Opportunities - Support to Gender mainstreaming in IPMG, Delivery Units, and decision-making bodies; - Support to prepare annual report for EUD on progress in implementing the EU gender equality agenda and provide specific gender training and coaching to EU task managers and civil servants; - Support to Ministries & Gender Equality Employees through capacity development actions on GEEs at central level in implementation, planning, budgeting, reporting, and monitoring; - Support to Gender responsive planning and service delivery at municipal level. 	<p>3.1 Delegation agreement between the EU Delegation to Albania and the UN Women under indirect management, following the provisions of the Financial and Administrative Framework Agreement (FAFA) between the European Union and the United Nations.</p>	<p>1,700,000 (activity 3.1)</p>	
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ADDITIONAL DESCRIPTION

The IPA 2015 EU Integration Facility is a continuation of last year's facility with the same name and aims to continue supporting the Albanian public administration in implementing EU acquis related reforms, enhance dialogue with Civil Society on the EU accession process, strengthen administrative capacities in preparation of sector reform programmes and projects, and as well support the Government of Albania in the transposition of the EU Gender Equality acquis.

Activities related to result 1:

1.1 The activity aims to support the Albanian public administration with dedicated capacity building actions targeting proficient and highly motivated civil servants in order to strengthen their skills and capacity to manage the EU Integration and negotiation process. It draws on the very positive results obtained in Kosovo through a similar post-graduate scholarship scheme.

1.2 The activity intends to improve the regulatory framework and functions of Albanian institutions in key sectors, to improve their management skills and to develop EU acquis related technical know-how. For instance: i.) Support to the Bank of Albania for the implementation of component II of the Technical Cooperation Programme with the Central Banks of the Western Balkans preparing their accession to the European System of Central Banks; ii.) Support to the Albanian Competition Authority (ACA) to increase their skills for planning and conducting inspections and solve competition cases, to support the full harmonization of the Albanian legislation with the relevant EU rules in the area of competition law and policy, and capacity building actions in order to prepare accession negotiations (particularly chapter 8 Competition policy).

1.3 The activity (programmed yearly since IPA 2012) will provide technical and other assistance to line Ministries and other key institutions in order to prepare project documentation, analysis, surveys, reviews, assessments, specific interventions, etc. In addition, support will be provided related to political priorities of the EU Integration process as defined in the Indicative Strategy Paper, the Enlargement Strategy and the EC Progress Reports. In addition, it will support the creation of a pool of experts (from the private sector or public administrations of EU Member States) in order to strengthen high-level EU Integration capacity (e.g. senior members of the GoA and the Albanian public administration dealing with the most relevant EU acquis chapters). Support to further strengthen Albania's capabilities for indirect management (e.g. CBC Operating Structure) might as well be envisaged.

1.4 This activity is an ongoing limited action to support the GoA in its efforts to engage civil society through small grants in a consultative dialogue in the EU accession context. It is complementary to the Civil Society facility and will consist of one or more calls for proposals for Albanian civil society organisations (CSOs) with the aim to increase the knowledge of EU accession process among all key stakeholders, including schools, universities, academic institutions and citizens in general, as well as to increase the policy dialogue between the CSOs and the GoA. This activity will also fund awareness raising events organised by the Ministry of European Integration. A component for technical assistance is foreseen.

Activities related to result 2:

2.1 This activity will provide technical assistance to line Ministries for developing national sector programmes, technical support for preparatory studies, acquis-related needs, and assistance for programming under IPA II. It will as well continue to support the Integrated Policy Management Groups (IPMGs).

2.2 This infrastructure project preparation and capacity building facility aims to address weaknesses in the Albanian administration in the area of project development, processing and implementation, and will specifically target line Ministries and national Agencies dealing with infrastructure projects. Thus, it will ensure that priority investments are properly identified, planned and matured, and make sure that WBIF technical assistance can be fully utilised. It will as well facilitate the work of the National

Investment Committee and its Technical Secretariat in applying the investment prioritisation methodology and managing the single sector project and single project pipelines requested under IPA II.

Activities related to result 3:

This activity will support the establishment of a Gender Equality Facility (GEF) ensuring that reforms are not just planned in a more equitable manner, but as well more effectively implemented by line Ministries and municipalities in an increasingly equitable manner. This in turn will increase the coherence between policy, government spending and the achievement of results, as required under the sector approach. It is directly linked to programming and implementation of sector reforms and will ensure that the gender perspective is taken into consideration throughout the reform cycle, i.e. from policy down to individual actions/projects.

The GEF will focus on:

- Support to sector governance, strategies and programmes to ensure alignment of sector strategies, MTBP, action plans and IPA documents with EU Directives on gender mainstreaming and equal opportunities;
- Support to gender mainstreaming in IPMGs, Delivery Units, and decision-making bodies;
- Support the drafting of annual reports on progress in implementing the EU gender equality agenda and provide specific gender training and coaching to EUDA project managers and Albanian civil servants;
- Support to Ministries and their gender equality employees through capacity development actions on GEEs in implementation, planning, budgeting, reporting, and monitoring, supporting priority implementation of gender policy through technical guidance from central level to local municipality, improving the use and sharing of information and gender data from local level and data flow between ministries, and support to ASPA for the development of gender training modules and conducting certified gender mainstreaming ToTs;
- Support gender responsive planning and service delivery at the municipal level.

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

The allocation of roles and responsibilities takes into consideration the current state of knowledge, skills and capabilities of the Central Finance and Contracting Unit (CFCU) within the Ministry of Finance to prepare, tender, evaluate, sign and implement contracts. They are based on the responsibilities already conferred to the CFCU under the IPA 2013/4 annual programmes. Ex-ante controls will be applied according to the plan approved by DG NEAR.

The EU Delegation retains the direct management responsibility for two key activities, i.e. Activity 1.3 in order to support the preparation of accession-related documents, studies, etc., including expertise for strengthening high-level EU integration capacity, and Activity 2.2 meant to establish an Infrastructure Project Preparation and Capacity Building Facility, based on the model successfully applied in Serbia.

Activity 3 (Gender Equality Facility) requires very special competences, which UN Women of course possesses.

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

The different activities of this Action will be implemented as follows:

- Activity 1.1: indirect management with the CFCU, through call for proposals with EU Member States or other mandated organisations;

- Activity 1.2: indirect management with the CFCU, through twinnings/twinnings light;
- Activity 1.3: direct management by the EU Delegation, through services/framework and supply contracts;
- Activity 1.4: indirect management with the CFCU, through grant scheme with civil society organizations;
- Activity 2.1: indirect management with the CFCU, through services/framework and supply contracts;
- Activity 2.2: direct management by the EU Delegation, through services/framework and supply contracts;
- Activity 3: indirect management through delegation agreement between the EU Delegation and UN Women, following the provisions of the Financial and Administrative Framework Agreement (FAFA) between the European Union and the United Nations.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

The responsible structures for monitoring will be the following: (i) at Programme level: Ministry of European Integration/Directorate for Monitoring of EU Assistance Projects; (ii) at Action level: the SPOs at the beneficiary institutions; (iii) at Contract level: the Central Finance and Contracting Unit.

According to the IPA II regulation and the Manual for monitoring and evaluation, the terms of reference for the evaluators will be prepared by the Directorate for Monitoring of EU Assistance Projects. The evaluation of this Action Document will be part of the annual plan for evaluation approved by NIPAC.

With reference to Activity 4, GEF will also apply the National Set of Harmonized Gender Indicators (HGI), adopted through Ministerial Order no. 1220 (dated May 27, 2010) as the guiding framework.

In line with the IPA II Implementing Regulation 447/2014, an IPA II beneficiary who has been entrusted budget implementation tasks of IPA II assistance shall be responsible for conducting evaluations of the programmes it manages.

The Commission may carry out a mid-term, a final or an ex-post evaluation for this Action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations. In addition, the Action might be subject to external monitoring in line with the EC rules and procedures set in the Financing Agreement.

INDICATOR MEASUREMENT

Indicator	Baseline	Milestone 2017(3)	Target 2020 (4)	Final Target (year) (5)	Source of information
Advancement in the IPA II Country Strategy Paper composite indicator for governance and PAR, notably the average of the index for Government Effectiveness, Burden of Government Regulation and Regulatory Quality	75.37 (2010)	85.29	89.54		IPA II Country Strategy Paper
Number of civil servants benefitting from scholarship scheme and reintroduced in the Albanian administration at middle management positions after the scholarship	N/A	10	40		Scholarship agreements signed
Number of grants to civil society organizations successfully completed	N/A	5	20		Final Reports approved
Number of Service and Framework contracts signed and successfully completed	N/A	10	25		NIPAC reporting on IPA II implementation
Gender Inequality Index	0.673 (2010) 0.687 (2014)	0.7	0.725		Global Gender Gap Report

(1) This is the related indicator as included in the Indicative Strategy Paper (for reference only)

(2) The agreed baseline year is 2010 (to be inserted in brackets in the top row). If for the chosen indicator, there are no available data for 2010, it is advisable to refer to the following years – 2011, 2012. The year of reference may not be the same either for all indicators selected due to a lack of data availability; in this case, the year should then be inserted in each cell in brackets. The baseline value may be "0" (i.e. no reference values are available as the Action represents a novelty for the beneficiary) but cannot be left empty or include references such as "N/A" or "will be determined later".

(3) The milestone year CANNOT be modified: it refers to the mid-term review of IPA II.

(4) The target year CANNOT be modified.

(5) This will be a useful reference to continue measuring the outcome of IPA II support beyond the 2014-2020 multi-annual financial period. If the Action is completed before 2020 (year for the performance reward), this value and that in the 2020 target column must be the same.

5. CROSS-CUTTING ISSUES

EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING

Equal participation of women and men will be secured through appropriate information and publicity material in the design of Actions and access to the opportunities they offer. An appropriate men/women balance will be sought on all the managing bodies and activities of the programme and its Actions. Some of the Activities under the facility will increase the capacities for gender mainstreaming as per EU quality assurance, and particularly pursuant to CoM Decision no. 465 (2012) on gender mainstreaming in the medium-term budgetary programme. Special attention will be paid to the linkages between gender-responsive sector priorities and the MTBP. Activity 3 (establishment of a Gender Equality Facility) will not only benefit this Action or annual IPA programme, but ensure that the gender perspective is taken into consideration throughout the reform cycle in Albania, i.e. from policy down to individual actions/projects.

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

The envisaged Action activities do not require any environmental considerations. However, due consideration will be given to preparing Environmental Impact Assessments (EIA) for potential future investments in the transport, social, environment and agriculture/rural development sectors.

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

In line with the Civil Society Guidelines 2014-2020, based on Results Framework that sets out objectives, results and indicators for the EU support to civil society, Government Program 2013-2017, new National Plan for European Integration and other sectoral strategies in place or to be developed, MEI will support civil society, and ensure cooperation of line ministries and other central institutions with SCOs in Albania. Activities under result 2 will help civil society organisations to strengthen their capacities and professionalism, allowing them to engage in an effective dialogue with public and private actors and to monitor developments in areas such as the rule of law and respect for fundamental rights.

Civil Society Organisations shall be consulted in particular with regard to the preparation of design and tender documents, including EIA, for potential future investments in the transport, social, environment and agriculture/rural development sectors.

MINORITIES AND VULNERABLE GROUPS

Some of the activities will directly or indirectly support the preparation of sectors programmes and documents that will directly deal with and benefit both minorities and vulnerable groups.

6. SUSTAINABILITY

The action will increase the ownership of the Ministry of European Integration regarding the EU integration policy dialogue.

The Action is likely to result in better performance of the Government and Governmental institutions in the fulfilment of its functions, and in better inter-institutional cooperation.

The foreseen impact of the Facility is also better planning, programming and enhanced ownership and sustainability of future IPA Action Programmes for Albania.

The new Civil Service Law, which became effective in February 2015, should guarantee that civil servants trained/coached/mentored with EU funds should stay in the public administration after government changes.

7. COMMUNICATION AND VISIBILITY

Communication and visibility will be given high importance during the implementation of the Action. The implementation of the communication activities shall be the responsibility of the beneficiary, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the Action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions and will promote transparency and accountability on the use of funds.

It is the responsibility of the beneficiary to keep the EU Delegation and the Commission fully informed of the planning and implementation of the specific visibility and communication activities.

The beneficiary shall report on its visibility and communication actions in the report submitted to the IPA Monitoring Committee and the sectoral monitoring committees.

Beneficiaries and contractors shall respect the EU's visibility guidelines in all communication activities undertaken under this action (briefings, presentations, press conferences, training and other events) and in the production of all visual communication tools (publications, fax headers, business cards, advertising material etc) .

Also the web-site of the Ministry of European Integration (www.integrimi.gov.al) will be used as a platform to share relevant information about the activities, particularly those related to CfP with NGO and awareness events.

ANNEX

Indicative Action budget breakdown and planning for contracting procedures (for EC internal use only)

IMPLEMENTATION MODALITIES	BUDGET		TIMELINE ⁷	
	Total EUR	EU contribution EUR	Launch of procedure	Contact signature ⁸
ACTIVITY 1.1 –CAPACITY BUILDING FOR CIVIL SERVANTS (INDIRECT MANAGEMENT WITH THE CFCU)				
Grant: call for proposals with EU Members States or other mandated organisations	1,000,000	1,000,000	Q2 2016	Q1 2017
ACTIVITY 1.2 – SUPPORT TO REGULATORY FRAMEWORK (INDIRECT MANAGEMENT WITH THE CFCU)				
Grant: two to three twinnings and/or twinnings light	1,500,000	1,500,000	Q2 2016	Q2 2017
ACTIVITY 1.3 – ACCESSION-RELATED SUPPORT (DIRECT MANAGEMENT BY THE EU DELEGATION)				
Procurement: services/framework and supply contracts	3,500,000	3,500,000	Ongoing from Q2 2016	Ongoing from Q3 2016
ACTIVITY 1.4 – SUPPORT TO CSOs FOR EU AGENDA (INDIRECT MANAGEMENT WITH THE CFCU)				

⁷ Timeline: QUARTER (Q1, Q2, Q3, Q4) YEAR

⁸ Contract signature date: for Direct Grants only

Grant: call for proposals for ten to fifty grants with CSOs	1,000,000	1,000,000	Q2 2016	Q2 2017
ACTIVITY 2.1 - TECHNICAL ASSISTANCE TO DEVELOP NATIONAL SECTOR PROGRAMMES AND IPA PROGRAMMING (INDIRECT MANAGEMENT WITH THE CFCU)				
Procurement: services/framework and supply contracts	1,200,000	1, 200,000	Ongoing from Q2 2016	Ongoing from Q3 2016
ACTIVITY 2.2 – INFRASTRUCTURE PROJECT PREPARATION AND CAPACITY BUILDING FACILITY (DIRECT MANAGEMENT BY THE EU DELEGATION)				
Procurement: services/framework and supply contracts	4,000,000	4,000,000	Q2 2016	Q2 2017
ACTIVITY 3 - GENDER EQUALITY FACILITY (GEF) (INDIRECT MANAGEMENT WITH UN WOMEN)				
Grant: Delegation Agreement between the EU Delegation and United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	1,700,000	1,700,000	N/A	Q4 2016
TOTAL	13,900,000	13,900,000		