

IPA National Programme 2011 – BiH

1. Identification

Project Title	Strengthening human resources and institutional capacities for better employability
CRIS Decision number	
Project no.	9
MIPD Sector Code	7. Social Development
ELARG Statistical code	03.26 European Standards / Education and Culture
DAC Sector code	11110 Education policy and administration management
Total cost (VAT excluded) ¹	EUR 3 690 000
EU contribution	EUR 3 500 000
Management mode	Component I, III, IV: centralised Component II: Council of Europe through joint management with the European Commission
EU Delegation in charge	Delegation of the European Union to BiH
Implementation management	Delegation of the European Union to BiH
Implementing modality	Stand alone project
Project implementation type	C01
Zone benefiting from the action(s)	BiH

2. Overall Objective and Project Purpose

2.1 Overall Objective

To contribute to increased mobility and employability of labour force.

¹ The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

2.2 Project purpose

To improve and develop human resources and institutional capacities in entrepreneurial learning and higher education, including quality assurance in Higher Education and a system of validation of qualifications which equally recognizes all forms of learning.

2.3 Link with AP/NPAA / EP/ SAA

Stabilization and Association Agreement

Article 55: ...emphasizes the need to examine and undertake the necessary steps for the mutual recognition of qualifications in BiH...

Article 93: Small and medium-sized enterprises...Cooperation between the parties shall be aimed at developing and strengthening private sector small and medium-sized enterprises

Article 100: The Parties shall co-operate to raise the level of general and vocational education and training in BiH, as well as youth policy and youth work, including non-formal education. A priority for the higher education systems shall be the achievement of the objectives of the Bologna Declaration in the intergovernmental Bologna process.

Progress Report 2010

Some progress has been made in the field of **education**. The Agency for Development of Higher Education and Quality Assurance is an associate member of the European Association for Quality Assurance in Higher Education. Some provisions of the higher education qualifications framework are being implemented. An initial national qualifications framework for life-long learning was completed. The State-level strategies and framework laws are not fully implemented. In the Federation, harmonising laws with the State-level framework legislation is advancing slowly. There are no State-level laws on recognition of qualifications and adult education. Almost all cantons insist on the exact equivalence of diplomas which has led to the non-recognition of many qualifications obtained abroad. The issue of education meeting the needs of the labour market remains to be addressed.

2.4 Link with MIPD

MIPD 2011-2013 (draft version)

3.6.3 Sector objectives for EU support over next three years

- Support the reform of primary and secondary education systems and further support the reform of the higher education systems in the framework of Bologna process....contribute to a more efficient, effective and better quality VET system

2.5 Link with National Development Plan

BiH has prepared a country development strategy (CDS) and a social inclusion strategy which will serve as basis for the national development plan. Both strategies and the related action plans remain to be adopted by the Council of Ministers. The proposed goals and priorities for the CDS are strengthened macroeconomic stability, sustainable development, competitiveness, employment, EU integration and social inclusion.

The project relates to actions which have been integrated into a draft Development Strategy and Draft Social Inclusion Strategy and three sectors' strategies.

For more details on link to sector strategies, please refer to Annex IV.

2.6 Link with national/ sectoral investment plans

N/A

3. Description of project

3.1 Background and justification

The links between employment and education policy remain rather weak in BiH, which was also stated in the 2010 Progress Report on BiH. This weakness is reflected further in the impossibility of the labour market to absorb the labour force from the current educational institutions. The State-level Law on vocational education and training is not being fully implemented. Neither the Entities nor the Brcko District have a life-long learning concept.

The proposed project aims to support the country in creating the conditions for increasing mobility and employability of the labour force. The project will consist of 4 components dealing with entrepreneurial learning, higher education development and a system of recognition of qualification.

Education has the potential to play a significant role in supporting BiH's economic development as well as enhancing a democratic culture and general quality of life. The project encompasses four components which refer to Entrepreneurial Learning (EL) in education systems in BiH (component 1), higher education development, (components 2 and 3) and regulated professions (component 4).

The need to introduce EL in education from an early development stage of young people is highlighted by EU commitments like the "Oslo Agenda" and the "Small Business Act for Europe", which focuses on small enterprises and entrepreneurial culture and spirit.

Through the IPA 2007 project "Entrepreneurial learning in Education Systems", BiH has made a step forward to EU commitments, and the "Strategy for Entrepreneurial Learning" and "Handbook for Teachers" have been prepared. It is necessary that EL becomes part of life-long learning through informal and non-formal learning. Education for teachers in EL includes pre-service (academic training at universities) and in-service continuous training with Pedagogic Institutes and the BiH Agency for pre-primary, primary and secondary education.

Component 1 will support the development of measures to implement activities which are already part of the BiH Strategy for EL and give recommendations for a body monitoring the process.

To improve overall human resources development, BiH has adopted the Baseline Qualifications Framework (QF) in March 2011. The Framework for the higher education qualifications in BiH has been integrated into the Baseline Qualifications Framework. The document will be used as a tool for labour force mobility, transparency of qualification, recognition of informal and non-formal learning.

To ensure sustainability of action regarding the framework during this project, it will be important to support the establishment of a body responsible for further development of the QF and to build up adequate knowledge and methodology for human resources involved in this process. The further development of the QF will encompass the decision on validation and certification of qualification in informal and non-formal learning.

There is a need to define priorities and benchmarks to follow progress of higher education reform in future. In defining these priorities and division of tasks for their implementation the

project needs to take into consideration the institutional set-up and the attribution of competences for governing and administering higher education in BiH.

Between 2003 and 2011, a series of joint projects of the European Union and the Council of Europe in BiH established a profound basis for this action through support to higher education reforms in key areas such as modernization of university management and institutional capacity building. Among other components, the most recent joint project (2009-2011) assisted BiH universities and the BiH Rectors Conference with the implementation of the 'Framework for Higher Education Qualifications in BiH'. It developed the "Curriculum Development Good Practice Guide" and a set of templates for curricular design and program validation that several universities have started applying.

Component 2 will assist BiH to define joint priorities for further education reform and to develop proceedings for interlinking higher education qualifications with occupational standards, thus entering the next stage of implementation of the BiH framework in respect to employability.

The BiH Agency for the Development of Higher Education and Quality Assurance (HEA) still needs further strengthening. HEA adopted criteria for the accreditation of higher education institutions and through the ESABIH Tempus project developed criteria for the accreditation of study programs. Component 3 will strengthen the capacity of HEA's staff and all stakeholders such as higher education institutions, ministries and other governmental structures to ultimately contribute to achievements through transfer of experience from an agency from the European Union. The ultimate goal of HEA is to apply European standards and a system of quality assurance (QA) in the internal organization to become a full European Network of QA member and to be listed in the European QA Register.

Component 4 is planned as a Twinning project for the Ministry of Civil Affairs and other responsible ministries for education. It should result in an action plan for the implementation of Regulation 2005/36/EZ of the European Parliament and the Council of the EU on regulated professions.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

The project will include all stakeholders in the field of EL from country level to the level of local community in the implementation of the strategy. The first impact of the project will be to ensure support to human resources responsible for further development of the QF and the establishment of an expert team which will substantially contribute to the development of the partnership at State, Entity and Cantonal level in terms of raising awareness and development of methodology for mobility, transparency of qualification, validation and certification.

Secondly, higher education is on the top of the scale of priorities in each country because of its positive impact on economic development, employability and prevention of brain drain. Having young educated specialists in country devoting their time and abilities for the progress of the country will boost the economy and give better ground for improvement of science and research. The project will support recognition of qualifications, national and international recognition of higher education institutions and students. It will also contribute to the institutional development and effective management of BiH universities, to an improvement of BiH qualifications and academic teaching and research, to external recognition of BiH qualifications and academic teaching and research (in BiH and abroad), to increase cooperation opportunities for BiH universities and its staff and graduates (technology transfer, employability, etc.), to raise the mobility of students and teaching staff from BiH, to make BiH

more attractive for foreign students, teachers and researchers, and finally to focus higher education administration initiatives to the real needs.

3.3 Results and measurable indicators

Component 1: Entrepreneurial Learning in BiH education systems

1.1 Entrepreneurial learning integrated in selected subject areas in education systems on the level of primary, general secondary and VET education (ISCED 2 and 3)

Indicators:

- EL as key competence integrated in selected subject areas: 10% in primary and general secondary education and 30% in VET
- Teacher training curricula developed for pre-service and in-service education

1.2 Selected and agreed strategic priorities from Action plan for entrepreneurial learning for 2012 and 2013 implemented

Indicators:

- Recommendation report on selection of strategic priorities and measures for further actions prepared for the Conference of the Ministers of education of BiH
- At least 7 partnerships between education authorities and SME institutions, employment associations at different levels of decision making signed
- Number of meetings of Council of Ministers' Forum for development and promotion of entrepreneurship and strategic working group for EL
- At least 14 promotion campaigns organized at State level and all decision making levels and info material distributed

1.3 Recognition of in-formal and non-formal learning integrated in the TNA (training needs analysis) segment and integration of the systems of certification and identification of institutions responsible for recognition supported

Indicators:

- Training need analysis
- The document "Basis of the systems of recognition of formal and non-formal learning" including systems of certification and identification of institutions responsible for recognition

Component 2: Further development of higher education in BiH

2.1 Priorities for development of higher education in BiH are defined and prepared

Indicators:

- A comprehensive analysis of the situation of Higher Education and Research in BiH provides a basis for the identification of priorities for further development of the sector.
- "Priorities for development of higher education in BiH" are submitted to the Council of Ministers for adoption

2.2 Occupational standards and subject benchmarks for selected HE qualifications are developed on a pilot basis (5 subject fields)

Indicators:

- Occupational standards for HE qualifications from five subject fields are developed /revised and subject benchmark statements developed.

- Occupational standards, benchmark statements, and – if applicable - recommendations for relevant legislation are submitted to the Conference of Ministers of Education in BiH

2.3. Guidelines for recognizing HE qualifications and study periods in line with occupational standards are prepared

Indicators:

- A procedure for recognizing HE qualifications and study periods in line with occupational standards is developed and tested A training module for recognizing HE qualifications and study periods in line with occupational standards is developed.
- Trainers in 20 responsible institutions (including public administrations and higher education institutions) are trained on procedures and criteria related the recognition of HE qualifications and study periods in line with occupational standards.
- Guidelines are prepared and submitted to the Conference of Ministers of Education

2.4 A plan for the comprehensive implementation of the Framework for HE Qualifications in BiH by higher education institutions is prepared

Indicators:

- An analysis of the implementation of the Framework for Higher Education Qualifications in BiH prepared (progress, good practice, obstacles, needs, lessons learnt).
- Findings and action plan are submitted to the Conference of Ministers of Education in BiH and further implementation
- A plan for implementation of Framework for Higher Education Qualifications in HE with cost estimate drafted and submitted to the Conference of Ministers of Education

Component 3: Capacity building for Higher Education institutions

3.1. Standards and Guidelines for QA in European Higher Education Area (ESG) implemented on all levels

Indicators:

- Relevant legislation at all levels of decision making revised and/or drafted
- Self-evaluation and external evaluation of HEA conducted in 30 institutions

3.2. First cycle of accreditation of all BiH Higher Education institutions (HEIs) and selected number of study programs in BiH is done in accordance with ESG, and system-wide analyse (ESG 2.8) conducted after the first cycle of institutional accreditation

Indicators:

- 100% of HEIs and 25% (out of ca. 1,200) of study programs accredited
- 30 HEIs listed into the Register of accredited HEIs
- Report on system wide analysis submitted to Council of Ministers and Conference of BiH Education Ministers

3.3 All HEIs have internal QA system developed, upgraded and in implementation

Indicators:

- 30 HEIs which have proper internal QA procedure introduced
- 50 employees and 30 staff at HEIs responsible for QA

3.4. Guidelines for accreditation of study programmes developed

Indicator:

- 40 HEIs received and used Guidelines

3.5. Institutional and HR capacities strengthened

Indicators:

- 25 Agency's employees as well as at least 15 employees from all relevant ministries and at least 40 employees at HEIs and 230 external QA expert well trained about all aspects of accreditation and QA in HE
- All HEIs have received information about the project's results, including total of approx. 1,000 individuals (academics, university administrations, ministries, social partners, etc.)

Component 4: Regulated professions

4.1 An action plan for the implementation of the Directive 2005/36/EZ of European Parliament and the Council of European Union on regulated professions is prepared

Indicators:

- A gap analysis conducted between the requirements of the Directive 2005/36/EZ and the HE-QF and NQF reviewed and a report with recommended revisions available
- Legislation relevant to the Directive 2005/36/EZ is reviewed and recommendation report available
- Action plan including recommendations for the certification and recognition of qualifications falling under the Directive 2005/36/EZ
- Findings and action plan related to the implementation of the Directive 2005/36/EZ are submitted to the Conference of Ministers of Education in BiH

3.4 Activities

Component 1: Entrepreneurial Learning in BiH education systems (Technical Assistance Contract)

Activities related to result 1.1

- 1.1.1 Establish working groups for development of curricula for EL
- 1.1.2 Support development of cross-curricula for entrepreneurial learning for primary education
- 1.1.3 Support development of cross-curricula for entrepreneurial learning for general secondary and VET
- 1.1.4 Organize activities for assessment of needs for pre-service teacher training for EL
- 1.1.5 Organize peer discussions between teachers, pedagogical institutes' staff and academic staff
- 1.1.6 Support drafting of recommendations and possible model for teacher training

Activities related to result 1.2

- 1.2.1 Organize activities for identification of strategic priorities
- 1.2.2 Conduct awareness raising activities on entrepreneurial learning in in-formal learning through seminars for unemployed persons and users of active labour measures
- 1.2.3 Organize networking activities of education authorities, enterprises, employment associations, SME agency and NGOs on all levels of authorities

Activities related to result 1.3

- 1.3.1 Conduct activities leading to establishment of a body responsible for further development of QF
- 1.3.2 Organize training needs assessment, development of training program to strengthen human resource capacity in institutions responsible for development of QF

- 1.3.3 Organize workshops for relevant stakeholder on systems of certification and recognition of in-formal and non-formal learning
- 1.3.4 Conduct activities for development of a document “Basis of the systems of recognition of formal and non-formal learning, including systems of certification and identification of institutions responsible for validation and recognition”

Component 2: Further development of higher education in BiH (Contribution agreement with Council of Europe)

Activities related to result 2.1.

- 2.1.1 Assist working groups and to organize workshops and conferences
- 2.1.2 Facilitate an analysis of the situation of Higher Education and Research in BiH
- 2.1.3 Facilitate the identification of strategic goals and priorities for Higher Education and Research in BiH
- 2.1.4 Conduct a review of the final results the BiH Rectors’ Conference, the Conference of Ministers of Education in BiH and the Higher Education Agencies
- 2.1.5 Seek adoption of results by the Council of Ministers of BiH

Activities related to result 2.2

- 2.2.1 Assist working groups and to organize workshops and conferences
- 2.2.2 Facilitate the development of occupational standards and corresponding HE qualifications in combination with subject benchmark statements
- 2.2.3 Ensure consultation with authorities and academic community
- 2.2.4 Assist with the preparation of recommendations for relevant legislation
- 2.2.5 Conduct a review of the final results with BiH Rectors’ and Conference of Ministers of Education in BiH

Activities related to result 2.3

- 2.3.1 Organize working group activities and trainings
- 2.3.2 Assist with the development of procedures for recognizing HE qualifications and study periods in line with occupational standards
- 2.3.3 Organize a test run of recognition procedures.
- 2.3.4 Facilitate the development of a training module
- 2.3.5 Publish relevant guidelines and training material.

Activities related to result 2.4

- 2.4.1 Assist working groups and to organize workshops and conferences
- 2.4.2 Facilitate an analysis of the implementation of the Framework for Higher Education Qualifications in BiH by HE institutions
- 2.4.3 Support the development of an action plan for further implementation
- 2.4.4 Ensure consultations with all concerned parties

Component 3: Capacity building for Higher Education institutions (Twinning contract)

Activities related to result 3.1

- 3.1.1 Design and implement internal QA procedures and to prepare for self-evaluation report in HEA (External evaluation of the Agency Report submitted to the ENQA Board and EQAR Register Committee)

Activities related to result 3.2

- 3.2.1 Conduct accreditation of 37 HEIs and activities leading to establishment of Register of accredited HEIs
- 3.2.2 Conduct activities (drafting of procedures, selection of expert teams and other activities) leading to accreditation of study programs
- 3.2.3 Analyze all HEIs external reports in sense of fulfilment of criteria for institutional accreditation and recommendations given by external panels
- 3.2.4 Elaborate recommendations for improvement of QA system

Activities related to result 3.3

- 3.3.1 Run workshop about introducing and developing proper internal QA system at HEIs as to enable HEIs to conduct self-evaluation reports

Activities related to result 3.4

- 3.4.1 Prepare the Guidelines for accreditation of study programs
- 3.4.2 Present and promote the Guidelines

Activities related to result 3.5

- 3.5.1 Organize two study visits to foreign accreditation and QA Agencies
- 3.5.2 Organize events and promotional material on the project's results to the academic community and general public
- 3.5.3 Support the set up and regular working meetings of a working group of national and international experts for the review and reform of legislation relevant to QA and the QF HE.

Component 4: Regulated professions (Twinning contract)

Activities related to result 4.1

- 4.1.1 Support the set-up of and to arrange regular meetings of a working group that will consist of domestic and international experts.
- 4.1.2 Identify relevant legislation and to organize the review of legislation and assist in drafting of recommendations for revision where it contradicts the Directive.
- 4.1.3 Facilitate the elaboration of a proposal for arrangements for the certification and recognition of qualifications falling under this Directive.
- 4.1.4 Facilitate drafting of an action plan.
- 4.1.5 Organize consultation on the findings and to prepare action plan with all concerned parties
- 4.1.6 Submit the findings and action plans to the Conference of Ministers of Education

3.5 Conditionality and sequencing

The necessary political consensus about the need to address EL as key competence to be integrated on all education levels was reached. The strategy is also accepted widely by all partners involved. The European Training Foundation will support the gap between the IPA 2007 project (completed in February 2011) and this project. The document "Baseline on Qualifications Framework" was adopted by the Council of Ministers of BiH and there is political consensus that this is the key issue to be dealt with to become part of the European area of education. The framework for HE qualifications in BiH, adopted in 2007, provides a solid platform for all HE project activities related to occupational standards and recognition issues relevant for the implementation of the Lisbon Convention.

The successful pilot of occupational standards is a precondition to the elaboration of guidelines for recognition and corresponding training activities.

3.6 Linked activities

- The SME Agency in Republika Srpska supports EL promotion, training for young people in business, training to teachers and schools are introducing EL as a key competence.
- Youth Employment Project in BiH- The Youth Employment Project is doing relevant work within 5 pilot schools in BiH. They have been working with final year students in secondary VET schools and have provided teacher training.
- The EICC within the Foreign Trade Chamber of BiH is supporting businesses and innovation in BiH. The Business Innovation Programs (BIP) supports training of teachers and students in VET schools and training of unemployed youth aged from 18 to 35.
- The Kulturkontakt project ECONET is a program for secondary school children aged 17/18 years in 14 pilot schools and 30 additional schools that are able to develop a virtual enterprise using the method developed by ECONET. Currently, there are 170 registered virtual enterprises run by these schools.
- The European Training Foundation has been supporting the promotion of the importance of the Qualification Framework through providing technical assistance to the Working group of national experts and other relevant stakeholders in the field of education and employment.
- Currently, the EU supports development of high quality VET system (EU VET 4) through further development of QF, institutional capacity of the Agency for pre-primary, primary and secondary education (VET department), VET reform based on the Framework Law leading to an Action plan for reform and to strengthen the link between secondary VET education and higher education.
- HEA has established a good cooperation with its stakeholders, HEIs, relevant ministries, student organizations, but also with other QA agencies in Europe, particularly in the SEE region. That cooperation is supported through the Project “Strengthening HEA” funded by Austrian Development Agency and managed by the HEA and through 4 EU Tempus projects in which HEA is included. By those projects a special policy making system has been developed.

3.7 Lessons learned

Component 1 will involve stakeholders from different fields (education sector, employment sector, SME sector and others) which expressed commitment to further development of EL. A political consensus about the Qualifications Framework in BiH has been reached as well. Previous experience in this field has shown that the reform can be only successful if there is the right policy and institutional framework in place. All actors and stakeholders must be mobilized and a good coordination and cooperation between all involved ministries ensured.

The Council of Europe and its project partners in HE in BiH established a solid cooperation based on mutual confidence. The partners’ engagement and responsibility increased during previous projects. The proposed project will require even more commitment and active engagement by these partner institutions, in particular with a view to the sustainable engagement of social partners.

Like in other countries, the transition from rather traditional modes of learning (predominantly lectures, lack of student participation in class) to interactive learning methods, the modular design of curricula with a focus on learning outcomes is difficult and often met with scepticism among the academic community. However, it is clear from previous projects that if the entire academic community works cooperates, significant results can be achieved, as can be seen at the example of the “Curriculum Development Good Practice Guide”, which will be the basis for outcome based curricula reform for all HEI in BiH.

From previous experience, HEA learned about the significant importance of involving all parties into all processes. Involvement of HEIs is important for the implementation of internal QA activities, which are a precondition for external activities. The QA system described by FLHE stipulates a big role of ministries or other governmental organizations. Therefore, their involvement has been realized since the early beginning of the process. It showed that dividing the responsibilities between HEA, HEIs and ministries or other governmental institutions was crucial for the establishment of the QA system. The lack of a QA framework was the main obstacle.

The QA system is a quite new matter in BiH, and reforms have to be introduced slowly, with a lot of training and explanations. There is a real need for more trainings, workshops and preparatory meetings. The academic community in BiH has an interest in QA activities, but it needs knowledge and a proficient framework for involvement.

4. Indicative Budget (amounts in EUR)

			TOTAL EXP.RE	SOURCES OF FUNDING								
				IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Component 1			1 000 000	1 000 000	100							
Contract 1.1 TA	X		1 000 000	1 000 000	100							
Component 2			1 115 000	1 000 000	89.69						115 000	10,31
Contract 2.1 <u>Contribution agreement (CoE) as multi-donor Joint Management action</u>	X		1 115 000	1 000 000	89.69						115 000	10,31
Component 3			1 050 000	1 000 000	95	50 000	5	50 000				
Contract 3.1 TW	X		1 050 000	1 000 000	95	50 000	5	50 000				
Component 4			525 000	500 000	95	25 000	5	25 000				
Contract 4.1 TW	X		525 000	500 000	95	25 000	5	25 000				
TOTAL IB			3 690 000	3 500 000	94.85	75 000	2.03				115 000	3.12
TOTAL INV												
TOTAL PROJECT			3 690 000	3 500 000	94.85	75 000	2.03				115.000	3.12

Amounts net of VAT

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start Tendering	of Signature contract	of Project Completion
Contract 1.1 (TA)	Q3/2012	Q2/2013	Q2/2015
Contract 2.1 (Contribution agreement)		Q4/2012	Q4/2014
Contract 3.1 (TW)	Q3/2012	Q3/2013	Q3/2015
Contract 4.1 (TW)	Q3/2012	Q3/2013	Q3/2015

6. Cross cutting issues

6.1 Equal Opportunity

In the SAA, BiH commits to ensure that access to all levels of education and training in BiH is free of any discrimination on the grounds of gender, colour, ethnic origin or religion. A priority should be for BiH to comply with the commitments assumed in the framework of relevant international conventions dealing with these issues. The project will operate in compliance with this requirement.

6.2 Environment

N/A

6.3 Minorities

Considering that the project will contribute to increase mobility and employability of labour force and overall development of society, which will also lead to the reduction of social exclusion through the strengthening of human resources, it is expected that access of disabled and minorities groups (including Roma) to education, training and labour market would be improved.

ANNEXES

- I Log frame in Standard Format
- II Amounts contracted and Disbursed per Quarter over the full duration of Programme
- III Description of Institutional Framework
- IV Reference to laws, regulations and strategic documents
- V Details per EU funded contract

ANNEX I: Logical framework matrix

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name: IPA National Programme 2011 – BiH Fiche 9 "Education"		
Project title: “Strengthening human resources and institutional capacities for better employability”		Contracting period expires: Three years following the date of the conclusion of the Financing Agreement		Disbursement period expires: One year following the end date for the execution of contracts
CRIS Number:		Total budget : 3 690 000	IPA budget: 3 500 000	
Overall objective	Objectively verifiable indicators	Sources of Verification		
To contribute to increased mobility and employability of labour force	<ul style="list-style-type: none"> • Increased number of employed graduates • Number of students spending study periods in different Universities in BiH and out of the country • 	<ul style="list-style-type: none"> • Annual EU progress report on BiH • • Development reports on BiH 		
Project purpose	Objectively verifiable indicators	Sources of Verification		Assumptions
To improve and develop human resource and institutional capacities in entrepreneurial learning and higher education including quality assurance in HE and a system of validation of qualifications which equally recognizes all forms of learning.	<ul style="list-style-type: none"> • At least 5% of primary and secondary schools engaged in developing EL cross- curricula • Agency for Development of Higher Education and Quality Assurance (HEA) is full member of ENQA and listed in EQAR • BiH universities have started adapting study programs in accordance with the newly established standards. • The occupational standards are integrated in the criteria and procedures for evaluating study programs. 	<ul style="list-style-type: none"> • Ministries reports on implementation of EL curricula • Reports of relevant institutions and agencies • Decisions of ENQA Board and EQAR Register Committee, web page of ENQA and EQAR (section Register of QA agencies) • Published external QA reports • Relevant documents adopted by responsible authorities. 		<ul style="list-style-type: none"> • Relevant institutions committed to the continuation of reforms under Stabilization and Association Process

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><u>Component 1</u></p> <p>1.1 Entrepreneurial learning integrated in selected subject areas in education systems on the level of primary, general secondary and VET education (ISCED 2 and 3)</p> <p>1.2 Selected and agreed strategic priorities from Action plan for entrepreneurial learning for 2012 and 2013 put under implementation</p> <p>1.3 Recognition of in-formal and non-formal learning integrated in the TNA (training needs analysis) segment and integration of the systems of certification and identification of institutions responsible for recognition supported</p>	<p><u>Component 1</u></p> <ul style="list-style-type: none"> • EL as key competence integrated in selected subject areas: 10% in primary and general secondary education and 30% in VET • Teacher training curricula developed for pre-service and in-service education • Recommendation report on selection of strategic priorities and measures for further actions prepared for the Conference of the Ministers of education of BiH • At least 7 partnerships between education authorities and SME institutions, employment associations at different levels of decision making signed <p>Number of meetings of Council of Ministers' Forum for development and promotion of entrepreneurship and strategic working group for EL</p> <ul style="list-style-type: none"> • At least 14 promotion campaigns organized at State level and all decision making levels and info material distributed • Training need analysis report • The document "Basis of the systems of recognition of formal and non-formal learning" including systems of certification and identification of institutions responsible for recognition 	<p><u>Component 1</u></p> <p>Curricula for primary, general secondary and VET education</p> <p>Conclusions of the Conference of Ministers of Education of B&H</p> <p>Curricula for pre-service and in-service education with EL prepared for adoption by responsible authorities</p> <p>Conclusions of the Conference of Ministers of Education of B&H and the Council of the Ministers of B&H</p> <p>Information on campaigns published</p> <p>Training package / materials</p> <p>Conclusions of the Conference of Ministers of Education of B&H submitted for adoption to the Council of the Ministers of B&H</p>	<p><u>Component 1</u></p> <p>All involved stakeholders willing to cooperate</p> <p>Resources are available</p>

<p><u>Component 2</u></p> <p>2.1 Priorities for development of higher education in BiH are defined and prepared</p> <p>2.2 Occupational standards and subject benchmarks for selected HE qualifications are developed on a pilot basis (5 subject fields)</p> <p>2.3. Guidelines for recognizing HE qualifications and study periods in line with occupational standards are prepared</p>	<p><u>Component 2</u></p> <ul style="list-style-type: none"> • A comprehensive analysis report of the situation of Higher Education and Research in BiH provides a basis for the identification of priorities for further development of the sector. • “Priorities for development of higher education in BiH” are submitted to the Council of Ministers for adoption • Occupational standards for HE qualifications from five subject fields are developed /revised and subject benchmark statements developed. • Occupational standards, benchmark statements, and – if applicable - recommendations for relevant legislation are submitted to the Conference of Ministers of Education in BiH • A procedure for recognizing HE qualifications and study periods in line with occupational standards is developed and tested a training module for recognizing HE qualifications and study periods in line with occupational standards is developed. • Trainers in 20 responsible institutions (including public administrations and higher education institutions) are trained on procedures and criteria related the recognition of HE 	<p><u>Component 2</u></p> <p>Reports of the BiH Rectors’ Conference and the Conference of Education Ministers in BiH</p> <p>Published decisions by the Council of Ministers of BiH</p> <p>Reports of the Conference of Education Ministers in BiH, other ministries and/or institutions in charge of the occupational standards</p> <p>Project progress reports</p> <p>Relevant rules and Directives of the responsible institutions</p>	<p><u>Component 2</u></p> <p>All relevant decision makers support the notion of joint development priorities for HE in BiH and participate in their definition.</p> <p>The ministries and/or institutions in charge of the occupational standards (e.g. chambers, agencies) cooperate in the pilot.</p> <p>The occupational standards for selected HE qualifications (see Result 2) are approved by the authorities in charge and corresponding legislation is adapted.</p>
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<p>2.4 A plan for the comprehensive implementation of the Framework for HE Qualifications in BiH by higher education institutions is prepared</p> <p><u>Component 3</u></p> <p>3.1. Standards and Guidelines for Quality Assurance in European Higher Education Area (ESG) implemented on all levels</p> <p>3.2. First cycle of accreditation of all BiH Higher Education institutions (HEIs) and selected</p>	<p>qualifications and study periods in line with occupational standards.</p> <ul style="list-style-type: none"> • Guidelines are prepared and submitted to the Conference of Ministries of Education • An analysis report of the implementation of the Framework for Higher Education Qualifications in BiH (progress, good practice, obstacles, needs, lessons learnt). • Findings and action plan are submitted to the Conference of Ministers of Education in BiH and further implementation • A plan for implementation of Framework for Higher Education Qualifications in HE with cost estimate drafted and submitted to the Conference of Ministers of Education <p><u>Component 3</u></p> <ul style="list-style-type: none"> • Relevant legislation at all levels of decision making revised and/or drafted • Self-evaluation and external evaluation of HEA conducted in 30 institutions • 100% of HEIs and 25% (out of ca. 1,200) of study programs accredited 	<p>Reports of the BiH Rectors' Conference and the Conference of Education Ministers in BiH</p> <p><u>Component 3</u></p> <ul style="list-style-type: none"> - Report on legislation review, Drafts of Rulebook on Accreditation, Official Gazette - HEA documentation about internal QA (policies, procedures, strategy), HEA annual reports 	<p>The competent bodies are identified and cooperative.</p> <p><u>Component 3</u></p> <p>Political commitment and follow-up by the relevant authorities particularly on the establishment, mandate and scope of the independent QA bodies.</p> <ul style="list-style-type: none"> - Successful implementation of the ESABIH and SHEQATEMPUS projects - Institutional accreditation is started at least at one
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<p>number of study programs in BiH is done in accordance with ESG, and system-wide analyze (ESG 2.8) conducted after the first cycle of institutional accreditation</p> <p>3.3 All HEIs have internal QA system developed, upgraded and in implementation</p> <p>3.4. Guidelines for accreditation of study programmes developed</p> <p>3.5. Institutional and HR capacities strengthened</p> <p><u>Component 4</u></p> <p>4.1 An action plan for the implementation of the Directive 2005/36/EZ of European Parliament and the Council of European Union on regulated professions is prepared</p>	<ul style="list-style-type: none"> • 30 HEIs listed into the Register of accredited HEIs • Report on system wide analysis submitted to Council of Ministers and Conference of BiH Education Ministers • 30 HEIs which have proper internal QA procedure introduced • 50 employees and 30 staff at HEIs responsible for QA • 40 HEIs received and used Guidelines • 25 Agency’s employees as well as at least 15 employees from all relevant ministries and at least 40 employees at HEIs and 230 external QA expert well trained about all aspects of accreditation and QA in HE • All HEIs have received information about the project’s results, including total of approx. 1,000 individuals (academics, university administrations, ministries, social partners, etc.) <p><u>Component 4</u></p> <ul style="list-style-type: none"> • A gap analysis conducted between the requirements of the Directive 2005/36/EZ and the HE-QF and NQF reviewed and a report with recommended revisions available 	<ul style="list-style-type: none"> - Self-evaluation Report of HEA - External evaluation Report of HEA - Decisions on accreditation, web page of the HEA – section external reports, section Register - Conclusion of the Council of the Ministers of B&H and Conference of BiH Education Ministers -Institutional self-evaluation reports of HEIs - Reports of HEIs- Project Reports, training reports, WS reports, evaluation sheets, lists of contacts, minutes of Meetings, study visit reports <p><u>Component 4</u></p> <p>Project documentation and reports of the Conference of Education Ministers in BiH</p>	<p>canton/entity</p>
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	<ul style="list-style-type: none"> • Legislation relevant to the Directive 2005/36/EZ is reviewed and recommendation report available • Action plan including recommendations for the certification and recognition of qualifications falling under the Directive 2005/36/EZ • Findings and action plan related to the implementation of the Directive 2005/36/EZ are submitted to the Conference of Ministers of Education in BiH 		<p><u>Component 4</u></p> <p>Resources available</p> <p>Stakeholders' interest</p>
Activities	Means	Costs	Assumptions
<p><u>Component 1</u></p> <p>Result 1.1</p> <p>1.1.1 Establish working groups for development of curricula for EL</p> <p>1.1.2 Support development of cross-curricula for entrepreneurial learning for primary education</p> <p>1.1.3 Support development of cross-curricula for entrepreneurial learning for general secondary and VET</p> <p>1.1.4 Organize activities for assessment of needs for pre-service teacher training for EL</p> <p>1.1.5 Organize peer discussions between teachers, pedagogical institutes' staff and academic staff</p> <p>1.1.6 Support drafting of recommendations and possible</p>	<p><u>Component 1</u></p> <p>Technical assistance contract</p>	<p><u>Component 1</u></p> <p>Total: EUR 1 000 000</p> <p>(IPA contribution 100%)</p>	

<p>model for teacher training</p> <p>Result 1.2</p> <p>1.2.1 Organize activities for identification of strategic priorities -</p> <p>1.2.2 Conduct raising awareness activities on entrepreneurial learning in in-formal learning through seminars for unemployed persons and users of active labour measures</p> <p>1.2.3 Organize networking activities of education authorities, enterprises, employment associations, SME agency and NGOs on all levels of authorities</p> <p>Result 1.3</p> <p>1.3.1 Conduct activities leading to establishment of a body responsible for further development of QF</p> <p>1.3.2 Organize training needs assessment , development of training program to strengthen human resource capacity in institutions responsible for development of QF</p> <p>1.3.3 Organize workshops for relevant stakeholder on systems of certification and recognition of in-formal and non-formal learning</p> <p>1.3.4 Conduct activities for development of a document “Basis of the systems of recognition of formal and non-formal learning, including systems of certification and identification</p>			
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<p>of institutions responsible for validation and recognition”</p> <p><u>Component 2</u></p> <p>Result 2.1</p> <p>2.1.1 Assist working groups and to organize workshops and conferences</p> <p>2.1.2 Facilitate an analysis of the situation of Higher Education and Research in BiH</p> <p>2.1.3 Facilitate the identification of strategic goals and priorities for Higher Education and Research in BiH</p> <p>2.1.4 Conduct a review of the final results the BiH Rectors’ Conference, the Conference of Ministers of Education in BiH and the Higher Education Agencies</p> <p>2.1.5 Seek adoption of results by the Council of Ministers of BiH</p> <p>Result 2.2</p> <p>2.2.1 Assist working groups and to organize workshops and conferences</p> <p>2.2.2 Facilitate the development of occupational standards and corresponding HE qualifications in combination with subject benchmark statements</p> <p>2.2.3 Ensure consultation with</p>	<p><u>Component 2</u></p> <p>Contribution agreement (CoE) as multi-donor Joint Management action</p>	<p><u>Component 2</u></p> <p>Total: EUR 1 115 000</p> <p>IPA contribution: EUR 1 000 000</p>	
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<p>authorities and academic community</p> <p>2.2.4 Assist with the preparation of recommendations for relevant legislation</p> <p>2.2.5 Conduct a review of the final results with BiH Rectors' and Conference of Ministers of Education in BiH</p> <p>Result 2.3</p> <p>2.3.1 Organize working group activities and trainings</p> <p>2.3.2 Assist with the development of procedures for recognizing HE qualifications and study periods in line with occupational standards</p> <p>2.3.3 Organize a test run of recognition procedures.</p> <p>2.3.4 Facilitate the development of a training module</p> <p>2.3.5 Publish relevant guidelines and training material.</p> <p>Result 2.4</p> <p>2.4.1 Assist working groups and to organize workshops and conferences</p> <p>2.4.2 Facilitate an analysis of the implementation of the Framework for Higher Education Qualifications in BiH by HE institutions</p> <p>2.4.3 Support the development of</p>			
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<p>an action plan for further implementation</p> <p>2.4.4 Ensure consultations with all concerned parties</p> <p><u>Component 3</u></p> <p>Result 3.1</p> <p>3.1.1 Design and implement internal QA procedures and to prepare for self-evaluation report in HEA (External evaluation of the Agency Report submitted to the ENQA Board and EQAR Register Committee)</p> <p>Result 3.2</p> <p>3.2.1 Conduct accreditation of 37 HEIs and activities leading to establishment of Register of accredited HEIs</p> <p>3.2.2 Conduct activities (drafting of procedures, selection of expert teams and other activities) leading to accreditation of study programs</p> <p>3.2.3 Analyse all HEIs external reports in sense of fulfilment of criteria for institutional accreditation and recommendations given by external panels</p> <p>3.2.4 Elaborate recommendations for improvement of QA system</p> <p>Result 3.3</p> <p>3.3.1 Run workshop about introducing and developing proper</p>	<p><u>Component 3</u></p> <p>Twinning contract</p>	<p><u>Component 3</u></p> <p>Total: EUR 1 050 000</p> <p>IPA contribution: EUR 1 000 000</p>	
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<p>internal QA system at HEIs as to enable HEIs to conduct self-evaluation reports</p> <p>Result 3.4</p> <p>3.4.1 Prepare the Guidelines for accreditation of study programs</p> <p>3.4.2 Present and promote the Guidelines</p> <p>Result 3.5</p> <p>3.5.1 Organize two study visits to foreign accreditation and QA Agencies</p> <p>3.5.2 Organize events and promotional material on the project's results to the academic community and general public</p> <p>3.5.3 Support the set up and regular working meetings of a working group of national and international experts for the review and reform of legislation relevant to QA and the QF HE.</p> <p><u>Component 4</u></p> <p>Result 4.1</p> <p>4.1.1 Support the set-up of and to arrange regular meetings of a working group that will consist of domestic and international experts.</p> <p>4.1.2 Identify relevant legislation and to organize the review of legislation and assist in drafting of</p>	<p><u>Component 4</u></p> <p>Twinning contract</p>	<p><u>Component 4</u></p> <p>Total: EUR 525 000</p> <p>IPA Contribution: EUR 500 000</p>	
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<p>recommendations for revision where it contradicts the Directive.</p> <p>4.1.3 Facilitate the elaboration of a proposal for arrangements for the certification and recognition of qualifications falling under this Directive.</p> <p>4.1.4 Facilitate drafting of an action plan.</p> <p>4.1.5 Organize consultation on the findings and to prepare action plan with all concerned parties</p> <p>4.1.6 Submit the findings and action plans to the Conference of Ministers of Education</p>			
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ANNEX II: Amounts (in EUR) Contracted and disbursed by quarter for the project

Contracted	Q3/2012	Q4/2012	Q3/2013	Q2/2014	Q4/2014	Q2/2015	Q3/2015
Contract 1.1 (Technical Assistance)			1 000 000				
Contract 2.1 (Contribution Agreement)		1 000 000					
Contract 3.1 (Twinning Contract)			1 000 000				
Contract 4.1 (Twinning Contract)			500 000				
Cumulated		1 000 000	3 500 000				
Disbursed							
Contract 1.1 (Technical Assistance)			300 000	250 000	200 000	250 000	
Contract 2.1 (Contribution agreement (CoE) as multi-donor Joint Management action)		800 000			200 000		
Contract 3.1 (Twinning Contract)			800 000				200 000
Contract 4.1 (Twinning Contract)			400 000				100 000
Cumulated		800 000	2 300 000	2 550 000	2 950 000	3 200 000	3 500 000

ANNEX III Description of Institutional Framework

Full competences over the education are vested in 10 cantonal ministries of education in the Federation BiH, Republika Srpska Ministry of Education and Culture and Brcko District Department for Education. BiH Ministry of Civil Affairs is a state level ministry with a mandate to coordinate education policies between entities and District Brcko and to participate in international education strategy development. At the Federal level there is Federal ministry of education and science with a mandate to coordinate education policies between cantons. Thus, 14 administrative institutions are in charge of education in BiH. Next to this there are eight pedagogical institutes (one in Republika Srpska and seven in the Federation BiH). Their main responsibility is for professional monitoring of educational institutions. The Agency for Development of Higher Education and Quality Assurance (HEA) was established by the FLHE (March, 2008), as governmental institution with the status of independent public organization, with two main duties: to serve as an independent state institution in charge for development of specific provisions and recommendation for higher education such as standards, norms, etc., and to provide quality assurance and accreditation of higher education institutions in BiH.

Centre for Information and Recognition of Qualifications in Higher Education is also established on the basis of Framework Law on Higher Education in BiH in line with Lisbon Convention.

Also there is established Agency for pre-primary, primary and secondary education with competence for establishment of standards for evaluation of the results accomplished and for the development of the common core for curricula in preschool, primary and secondary education, and for other expert tasks in the area of knowledge standards and quality assurance; pursuant to the Law on Agency for pre-primary, primary and secondary education.

ANNEX IV

- **Reference list of relevant laws and regulations**

- Framework Law on Primary and Secondary Education (“Official Gazette of BiH”, No. 18/03),
- Framework Law on Vocational Education and Training (“Official Gazette of BiH”, No. 63/08)
- Law on Agency for pre-school, primary and secondary education (BiH Official Gazette, No. 88/07)
- Framework Law on Higher Education in BiH (2007)
- Framework Law on Preschool Upbringing and Education in BiH (2007)
- European Charter for Small Enterprises is used for guidance Small Business Act
- Long-life Learning in EU (Education and Training 2010, Brussels, COM 2003)
- Statistics Agency BiH: “Labour Force survey”

- **Reference to AP /NPAA / EP / SAA**

Stabilization and Association Agreement (SAA)

Article 55 (Establishment):

„In order to make it easier for Community nationals and nationals of BiH to take up and pursue regulated professional activities in BiH and in the Community respectively, the Stabilization and Association Council shall examine which steps are necessary for the mutual recognition of qualifications. It may take all necessary measures to that end.“

Article 93 (Small and medium-sized enterprises):

„Cooperation between the Parties shall be aimed at developing and strengthening private sector small and medium-sized enterprises (SMEs) and shall take due account of priority areas related to the Community acquis in the field of SMEs, as well as the ten guidelines enshrined in the European Charter for Small Enterprises.“

Article 100 (Education and training):

„The Parties shall cooperate with the aim of raising the level of general education and vocational education and training in BiH, as well as youth policy and youth work, including non-formal education. A priority for higher education systems shall be the achievement of the objectives of the Bologna Declaration in the intergovernmental Bologna process. The Parties shall also cooperate with the aim of ensuring that access to all levels of education and training in BiH is free of any discrimination on the grounds of gender, colour, ethnic origin or religion. A priority should be for BiH to comply with the commitments assumed in the framework of relevant international conventions dealing with these issues. The relevant Community programmes and instruments shall contribute to the upgrading of educational and training structures and activities in BiH. Cooperation shall take due account of priority areas related to the Community acquis in this field.“

- **Reference to MIPD**

MIPD 2011-2013 (revised version)

3.6.3. Sector Objectives for EU support over next three years

“Support the reform of the primary and secondary education systems and further support the reform of the higher education system in the framework of the Bologna process.

Indicators:

- Quality standards introduced;
- Learning results systematically assessed;
- Capacity of the education institutions developed,
- Teacher training reformed,
- A common matura in line with the Lisbon convention at the end of secondary education developed;
- Common standards for accreditation of higher education programmes developed.
- A quality assurance system for higher education institutions established.

Contribute to a more efficient, effective and better quality VET system and support the implementation of the strategy for adult education in line with the recommendations from the European Training Foundation.

Indicators:

- Increased involvement of social partners;
- Curricula adapted to the requirements of a dynamic labour market;
- The national qualification framework developed.”

- **Reference to National Development Plan:**

Integration Strategy of BiH in the EU refers to paragraph 2.3.3.2. Education, Training and Youth from, where under the heading “Necessary Measures” states: “round off a legal framework for primary and secondary education at the state level ... Learning that lasts a whole life, and adult education ... Licensing of teachers and all the pedagogic-educational institutions ... Adoption of the European Reference Lists and Principles with regard to mandatory education, qualifications for teachers ... quality of vocational education ...”.

- In the „Strategy of development of VET in BiH for the period 2007-2013“ one of the priorities is development of Entrepreneurial Learning (EL) skills.

- in the document “Strategic directions of education development in BiH with implementation plan 2008-2015” To introduce entrepreneurial learning as a key competence in existing curricula at all levels of education systems aiming at professional development of teachers and education institutions... establishment of a body for coordination and development of Qualification Framework. .

Council of Ministers of BiH adopted two main strategic documents in the area of QA in higher education: *Standards and Guidelines for Quality Assurance in Higher Education in BiH* and

Recommendations for Implementing Quality Assurance in Higher Education in BiH. Both are published in Official Gazette of BiH No 13/08.

The project also relates to the Strategy of development of SME in BiH for the period 2009-2011 (it was adopted on 84th Council of Minister session in April 2009) in paragraph 7. Education, training and consulting: “Education and training will contribute to economic development based on knowledge. From the aspect of SME, education and training in entrepreneurship and availability of EL skills are key factors for overall development.”

Reference to national / sectoral investment plans

N/A

ANNEX V- Details per EU funded contract:

Component 1: Technical Assistance Contract

- Key expert 2: Team leader/ Key expert in entrepreneurial learning: 22 months
- Key expert 2 in SME development: 10 months
- Key expert 3 in teacher training and/or curriculum development: 7 months
- Pool of Short Term Experts: 240 days
- Project duration: 24 months

Account of tasks: The project will be implemented through Technical Assistance Contract. The contract shall assist B&H to develop teacher training curricula for pre-service and in-service education, to draft recommendations for implementation of strategic priorities and measures for actions, to develop a document Basis for recognition of in-formal and non-formal learning.

Component 2: Contribution agreement (CoE) as multi-donor Joint Management action

- Team Leader: 22 months
- Pool of Short Term Experts – 220 days
- Project duration - 24 months

The project will be implemented as a Contribution agreement (CoE) as multi-donor Joint Management action contract with the Council of Europe.

Account of tasks: The contract shall assist BiH: to define overall priorities for the development HE in BiH (as a basis for further HE policy and planning), to develop occupational standards and benchmark statements for selected HE qualifications; to issue guidelines for the recognition of HE qualifications and study periods in line with occupational standards; to establish an action plan for the comprehensive implementation of the Framework for HE Qualifications in BiH by HEIs

Component 3: Twinning Contract

- Resident Twinning Adviser –18 months
- Pool of Short Term Experts – 200 days
- Project duration – 24 months

Account of tasks: The contract shall assist B&H to develop: Standards and Guidelines for Quality Assurance in European Higher Education Area (ESG), first cycle of accreditation of all HEIs and selected number of study programs in BiH is done in accordance with ESG, guidelines for accreditation of study programmes.

The Project Leader will be responsible for:

- management of the project including reports in accordance with the project plan
- preparation of project implementation process
- coordination of the short-term experts
- supervision of the training programs
- the quality of printed materials
- rational use of all resources available

Tasks of the Resident Twinning Advisor

- Review existing capacity level of the Agency
- Review existing documents developed by the Agency
- Conduct training needs assessment in relevant institutions
- Coordinate and participate review of existing strategic plans of the Agency
- Provide on-the-job training

- Assist with conducting of comparative analysis of guidelines developed by the Agency with EU practise
- Assist in the coordination of the training delivered by short-term experts.
- Evaluate training results and propose improvements.
- Regular co-ordination and cooperation with counterparts in the beneficiary country
- Supervise all activities and assisting short-term advisers and experts.

Tasks for Medium/Short-term Experts

- Analysis of existing practices related to QA practices
- Assist in development of all elements of QA in HEIs
- Drafting of relevant reports and other relevant documents
- Development of training plan and human resources development plan
- Conduct training in Agency, HEIs and Ministries

Component 4: Twinning Contract

- Resident Twining Adviser-15 months
- Pool of Short Term Experts-180 days
- Project duration: 18 months

Account of tasks: The project will be implemented through a Twinning contract. The contract shall assist: to prepare an action plan for the implementation of the Directive 2005/36/EZ of European Parliament and CoE on regulated professions.

The Project Leader will be responsible for:

- management of the project including reports in accordance with the project plan
- preparation of project implementation process
- coordination of the short-term experts
- supervision of the training programs
- the quality of printed materials
- rational use of all resources available

Tasks of the Resident Twinning Advisor

- Review information sources regarding the existing capacity level of the beneficiary institutions in the sector
- Coordinate activities and contribute to review of legislation
- Provide examples of best practices from EU countries
- Conduct training needs assessment for relevant institutions
- Coordinate and participate development of an action plan
- Provide on-the-job training and
- Assist in the coordination of the training delivered by short-term experts.
- Evaluate training results and propose improvements.
- Regular co-ordination and cooperation with counterparts in the beneficiary country
- Supervise all activities and assisting short-term advisers and experts.

Tasks for Medium/Short-term Experts

- Analysis of existing practices, legislation and curricula in relevant fields
- Drafting of relevant reports and other documents – review of existing legislation, gap analysis report, recommendations report , action plan