1. Basic Information

1.1. Desiree Number: SI0205.01
   Twinning number: SI 02/IB/OT/01

1.2. Title: Setting up a coherent system for the Structural and Cohesion Funds in Slovenia for the Managing Authority (MA) and the ERDF measures implementation.

1.3. Sector: Economic and Social Cohesion

1.4. Location: Slovenia

A package for institutional building for the future implementation of the EU Structural Funds (SF) and the Cohesion Fund (CF) in Slovenia consists of three project fiches:

a) Setting up a coherent system for the Structural and Cohesion Funds in Slovenia for the Managing Authority (MA) and the ERDF measures implementation.

b) Development of programming and management capacities for the ESF implementation

c) Establishment of the Management and Control System designed for the effective and sound Implementation of EU Structural and Cohesion Funds within the future Paying Authority at the Ministry of Finance of the Republic of Slovenia.

All fiches have to be thus considered in conjunction with each other. The candidates may apply for one, two or all of referred projects.

The assistance for preparation of the institutions for implementation of the Cohesion Fund within this fiche is targeted to the coordinating functions of the Managing Authority. Support to the bodies responsible for the implementation of the projects eligible for the Cohesion Fund is to be provided to the sectoral ministries through ISPA programme.

2. Objectives

2.1. Overall objective

To establish an institutional framework with necessary administrative capacity to be able to effectively co-ordinate and implement the Structural Funds in Slovenia. And more precisely: to set up a coherent system for the management of the Structural Funds in Slovenia for the Managing Authority (MA) and the ERDF measures implementation, and for the Managing Authority functions in relation to the Cohesion Fund implementation.

2.2. Project purposes

a) The Managing Authority
I. To design and set up the management structure for the programming, implementation, evaluation, monitoring and financial control of the Structural Funds in Slovenia;

II. To prepare a coherent Single Programming Document and Programme Complement;

b) The ERDF
I. To design the management structure and set up management and project preparation capacities for the implementation of the measures supported by the ERDF;
II. To prepare a coherent part of a programme complement relevant to measures supported by the ERDF;

c) The Cohesion Fund
I. To coordinate the activities regarding the coherent strategy for the assistance granted under the Cohesion Fund according to the ISPA strategy;
II. To coordinate actions of the implementing bodies regarding the submission of projects that meet the relevant EU objectives and requirements and are eligible for assistance, and to communicate this to the EC;
III. To develop the management and control system for assistance granted for the Cohesion fund and the procedures for making financial corrections to such assistance together with the implementing bodies.

2.3. Accession partnership and NPAA priority

The project is in line with the AP and the NPAA.
The priorities and intermediate objectives for Regional policy and co-ordination of structural instruments as defined in the AP are:
(1) Establish a territorial organisation in line with and allowing for effective implementation of the Structural Funds Regulations;
(2) Establish a clear division of responsibilities for the management of the Structural Funds and the Cohesion Fund, improve the administrative capacity of the institutions involved and the implementation of the funds in particular the Managing and Paying Authorities, especially in terms of recruitment and training;
(3) Prepare a coherent development plan as required by the Structural Funds Regulations and define the implementation structures of the final plan;
(4) Set up the coherent monitoring and evaluation system for Structural Funds, in particular for ex-ante evaluation and for the collection and processing of the relevant statistical information and indicators;
(5) Align with the specific financial management and control provisions for future Structural and Cohesion Fund(s) under the relevant EC regulations;
(6) Develop the technical preparation of projects eligible to the Structural and Cohesion Funds assistance (project pipeline).
Within the NPAA the following relevant priority action is formulated: “formation and successful implementation of regional structural policy in compliance with EU legislative and institutional changes in numerous fields.”

2.4. Contribution to the National Development Plan for 2001-2006

According to the roadmap, Slovenia should complete the NDP preparations and submit proposal on structures for Structural Funds implementation by the end of 2001. In the second phase that will last from January 2002 until the end of accession negotiation Slovenia will prepare Single Programming Document to be transmitted to the Commission. With this project further development of the NDP and preparation of the
SPD will be supported and will contribute to the successful realisation of the roadmap defined. The institutional structure for implementation and supervision of the Structural Funds is described in the Chapter 5 of the National Development Plan for 2001-2006. This project will also support further development of capacities for the efficient and sound management of the Structural Funds. Through the institutional arrangements as defined in the NDP with the support of this project also further development of the Institutional arrangements will be defined and elaborated.

2.5. Cross Border Impact

Not applicable.

3. Description

3.1. Background and justification

The EU Structural Funds regulations for the new programming period 2000-2006 require that Member States have administrative systems in place capable of efficient and effective programme management and implementation. These administrative systems have to deliver quality programmes and projects to meet quantified targets specified in programming documents (NDP, SPD and Programme Complement), be sensitive to the requirements of EU horizontal policies, publication requirements and guarantee sound financial management and be transparent to meet the monitoring, control and evaluation obligations for programmes and projects.

The NDP has defined in Chapter 5 the key institutions for management, implementation, monitoring, evaluation and control of the implementation of the EU SF and CF. The legal basis for the administration structure is the Council Regulation No 1260/1999 laying down general provisions on the Structural Funds. Slovenia intends to negotiate with the European Commission the Single Programming Document (SPD) which will derive from the NDP. Consequently Slovenia will have one Managing Authority within the Ministry of the Economy and one Paying Authority within the Ministry of Finance for implementation of the Structural Funds.

The Management structure for the SF consists of:
- Managing Authority
- Monitoring Committee
- Intermediate bodies
- Paying Authority.

The Ministry of the Economy (MoE) as it is today, was established in the year 2001 to join all economic policies in Slovenia. The Ministry in accordance with the NDP will become the future Managing Authority. It will be responsible for efficiency and correctness of the management and the implementation of the SPD and for the coordination, the monitoring and reporting on the activities of the Cohesion Fund.

Different lead ministries and their departments as Intermediate bodies are responsible for the preparation and the implementation of individual development priorities of the NDP. Duties and responsibilities are delegated in accordance with the law defining the mandate of these ministries and the Public Finance Act.
For the individual Structural Funds following ministries will be responsible:

- for the European Social Fund the Ministry of Labour, Family and Social Affairs
- for the European Agriculture Guarantee and Guidance Fund the Ministry of Agriculture, Forestry and Food
- for the Financial Instrument for Fisheries Guidance the Ministry of Agriculture, Forestry and Food
- for the European Regional Development Fund the Ministry of the Economy.

3.2. Linked activities

- Phare SL-9804 "Special Preparatory Programme for Structural Funds in Slovenia"  
  **Twinning:** This project was aimed to provide initial training on the European Structural Funds and initial and advanced training on the ERDF for the staff of Slovene national administration. The project has supported the preparation of the NDP in Slovenia.  
  **TA/Services:** The Project provided analyses on Absorption capacity for Structural Funds in the regions of Slovenia. Learning experiences of the SPP programme are presented in the Annex VII.

- Within the NARD a Monitoring and Evaluation Department was established to perform the tasks of monitoring and evaluation of the NDP. A pilot IT system was developed for monitoring on the NDP.

- The Regional Development Agencies (RDA) in 12 NUTS III regions were established on the basis of the local partnership. They have been supported by the NARD in programming of the regional development plans.

- The NARD is also responsible for co-ordination of CBC programming and project implementation with Italy, Hungary and Austria. For the support of implementation for the CBC projects the NARD has two regional offices in Maribor and Štanjel.

- Phare SI2001/IB/01-TL Public Finance Internal Control Methods and Techniques - designed for the reinforcement of the public internal financial control function. It aims for elaboration of manuals on internal financial control and training of staff from the Budgetary for Supervisory Service within the Ministry of Finance in its role of a central internal audit co-ordinating body and a certifying body.

Under Phare 2002 three Institutional Building projects are foreseen to provide assistance in building the administrative capacity for the implementation of structural funds. Close links have to be established between all three projects. The activities of twinning teams will be coordinated by the PAA for the Managing Authority. He will be placed within the Ministry of the Economy, Department for the Regional Development and will report to the Minister and the State Secretary for the Regional Development. The Ministry of the Economy will chair co-ordination of all referred twinning projects for Institutional Building in Economic and Social Cohesion for 2002.

A single Steering Committee will be organised to co-ordinate all projects and will consist of representatives of the Ministry of the Economy, the Ministry of Finance, the Ministry of Labour, Family and Social Affairs, the Ministry of Transport, the Ministry of Environment and Spatial Planning, and the Governmental Office for European Affairs. The representatives of other relevant ministries and stakeholders might be invited to the meetings of the SC. The co-ordination will ensure consistency with regards to the respective contributions to the Structural Funds programming documents.

Draft rules and procedures for the SC are presented in the annex VII.
3.3. Results

It is expected that at the end of the project there will be trained staff in the Ministry of the Economy and other relevant institutions able to meet the required level of knowledge for management and implementation of Structural funds as regard the following:

**Programming:**

a) *In regards to the role of the Management Authority*

- Prepared Single Programming Document and Programme Complement
- Prepared guidelines to assure the compliance of the Programme Complement with the Community policies
- Prepared guidelines on project selection criteria for each measure within the programme complement

b) *In regards to the role of the ERDF*

- Prepared details on measures eligible for the ERDF and agreed with relevant line ministries on operational arrangements to be included in the Programme Complement
- Support in defining implementing bodies, final beneficiaries, financial plan, audit trail, monitoring indicators, specific targets, the expected results and impact, selection criteria and actions to ensure publicity for the purposes of the Programme complement

c) *In regards to the role of the Managing Authority for the Cohesion Fund*

- Coherent framework strategy for the Cohesion Fund annexed to the SPD – and ensured that there is no overlapping of projects financed from the ERDF and CF
- Prepared explicit mechanism for checking the eligibility of projects and groups of projects financed by the Cohesion Fund

**Implementation:**

a) *In regards to the role of the Managing Authority*

- Defined tasks and responsibilities for Structural Funds management structures presented as a manual;
- Defined management structures for managing the SPD from the level of managing authority to delegation of tasks to other relevant institutions (Intermediate bodies, Final Beneficiaries, Final Recipients);
- Defined clear role and division of tasks for the MA and PA related to the working procedures for tendering, contract awarding, reporting on progress implementation, payments and acceptance of works (in close co-operation with the projects for the Paying Authority and ESF);
- Developed measures in compliance with the Programme Complement for Information and Publicity requirements to be carried out concerning assistance from the structural funds;
- Developed measures in compliance with the Programme Complement for the Technical assistance for the implementation of the SPD.
• Prepared guidance on cost-benefit analysis technique for assessment of large projects (more than 50 MEUR).

b) In regards to the role of the ERDF

• Defined tasks and responsibilities for the measures supported by the ERDF presented as a manual;
• Prepared guidelines for co-operation between institutions for implementation of measures supported by ERDF;
• Developed measures in compliance with the Programme Complement for Information and Publicity requirements to be carried out concerning measures supported by the ERDF;
• Developed measures in compliance with the Programme Complement for the Technical assistance for the implementation of the measures supported by the ERDF.

c) In regards to the role of the Managing Authority for the Cohesion Fund

• Prepared guidelines for the implementing bodies of the Cohesion Fund to assure the complementary with the ERDF.

Evaluation:

a) In regards to the role of the Managing Authority

• Prepared ex-ante evaluation for the SPD in accordance with article 41 of the regulation 1260/99;
• Prepared environmental impact assessment for the SPD as referred in the Regulation 1260/99.

b) In regards to the role of the ERDF

• Evaluation work programme for the measures supported by the ERDF prepared;

Monitoring:

a) In regards to the role of the Managing Authority

• Monitoring strategy prepared and guidelines developed;
• Prepared list of physical and financial indicators for monitoring.
• Prepared procedures for verification of the project proposals (guidance on scoring, weighting and ranking techniques);
• Prepared documents for the Monitoring Committee;
• Upgraded pilot monitoring system developed in the Ministry of Economy - NARD to identify procedures, define authorised access to the database and assure the ongoing monitoring of physical implementation will work;
• Guidance on formats for Annual Implementation reports for the Single Programming Document;

b) In regards to the role of the ERDF
• Monitoring strategy prepared and system developed for measures supported by the ERDF;
• Trained staff on procedures for verification of the project proposals;
• Designed system for access to up-to-date monitoring information for Intermediate bodies and Final beneficiaries, providing an audit trail to support financial control and providing reporting facilities;

c) In regards to the role of the Managing Authority for the Cohesion Fund

• Prepared guidelines for implementing bodies to prepare reports for the Monitoring Committee
• Prepared working procedures for the Monitoring Committee
• Prepared guidelines for the identification of physical and financial indicators for monitoring.

Financial Management and Control:

a) In regards to the role of the Managing Authority

• Prepared guidance regarding the organisation of the relevant functions of the MA and PA laid down by Articles 32 and 34 of Regulation (EC) No. 1260/1999;
• Prepared guidelines on the provision of management and control system of the Structural Funds in accordance with the Article 2 of Regulation (EC) No. 438/2001;
• Described system of financial management that will differentiate process of authorisation, execution and accounting in programmes implementation structures;
• Developed system and procedures for making financial corrections to assistance granted under the Structural Funds;
• Developed methodology for prevention of irregularities in close co-operation with twinning project for the Paying Authority within the Ministry of Finance and project for Public Finance Internal Control Methods and Techniques;

b) In regards to the role of the ERDF

• Manual for management and control systems prepared that meet the needs of the EC and Slovenia requirements for financial control of measures supported by the ERDF;
• Developed system for examination and certification of expenditure reports on all levels.

c) In regards to the role of the Managing Authority for the Cohesion Fund

• Developed system and procedures for making financial corrections to assistance granted under the Cohesion Fund
• Developed procedures to ensure a sufficient audit trail;

3.4. Activities

Programming:

a) In regards to the role of the Managing Authority

• Support in drafting and finalising the SPD;
• Support in co-ordinating of the Programme Complement preparation (to assure the co-ordination of all bodies that have to be involved in preparation of the Programme Complement)—connection with all other Projects for Institutional building;
• Consultation with the Intermediate bodies on SPD and Programme Complement;
• Support in preparing guidelines according to the Community rules and policies for management the structural funds;
• Support in preparing guidelines on project selection criteria for each measure within the programme complement;
• Advice and support on issues related to Global Grants, Multi-beneficiaries programmes, Performance reserve and similar subjects.

b) In regards to the role of the ERDF

• Consultation with the Final beneficiaries on Programme Complement - measures eligible for the ERDF;
• Support in preparing details on measures eligible for the ERDF in the Programme Complement
• Organise the elaboration of the management structure for measures eligible for the ERDF and identification of Implementing Bodies and Final Beneficiaries;
• Support defining administrative structures for implementation of measures eligible for the ERDF;
• Preparation of organisational chart(s) for the structures identified for the ERDF implementation and described links between those institutions and the Managing and Paying Authority;
• Assessing the State aid components for the measures in the ERDF and enter into consultation with DG Competition;
• Financial tables for all measures eligible for the ERDF prepared;
• Consultation with Ministry of Finance regarding the co-financing structure for measure eligible for the ERDF.

c) In regards to the role of the Managing Authority for the Cohesion Fund

• Support in assuring the coherence of the framework strategy for the Cohesion Fund with the ERDF measures
• Support in development and establishment of the explicit mechanism for checking the eligibility of projects and groups of projects financed by the Cohesion Fund

Implementation:

a) In regards to the role of the Managing Authority

• Support in preparing manual for the implementation and administration of Structural Funds by defining tasks and responsibilities for management structures in close cooperation with the future Paying Authority;
• Assessment of compliance of setting up the proposed management structure with Slovene legal and financial system and proposals prepared for amending the legal basis to meet requirements of regulations 1260/99 and 438/2001;
• Elaboration of organisational chart(s) for Managing Authority and presentation of links between the Managing Authority, Intermediate bodies and Final beneficiaries in accordance with the Regulation 1260/1999 and 438/2001;
• Support in defining clear role and division of tasks for the MA and PA related to the working procedures;
• Advice and support for issues related to information and publicity requirements in implementation in accordance with the EU Regulation.
• Advice and support for issues related to information and publicity requirements in accordance with the 1159/2000 Regulation;
• Drawing up the Information and Publicity strategy for the SPD to meet requirements set in the regulation 1159/2000.
• Preparing guidance on cost-benefit analysis technique for assessment of large projects for the Intermediate bodies and Final Beneficiaries;

b) In regards to the role of the ERDF

• Preparation of procedures manuals for the implementation of the ERDF measures.
• To develop working procedures for tendering, contract awarding, reporting on progress implementation, payments and acceptance of works for measures eligible for the ERDF - co-operation with the project for the Paying Authority;
• Review of existing material and preparation of guidelines for co-operation between institutions for implementation of measures eligible for ERDF;
• Elaboration of standard application form for ERDF along with the appropriate guidance;
• Identification of actors to be involved in the project appraisal and selection.
• Elaboration of standard grant document for financial contribution to municipalities, non-profit entities and enterprises;
• Support in developing measure for Technical assistance for measures eligible for the ERDF.

c) In regards to the role of the Managing Authority for the Cohesion Fund

• Support in preparing guidelines for implementing bodies of the Cohesion Fund to assure the complementary with the ERDF.

Evaluation:

a) In regards to the role of the Managing Authority

• Advising and supporting activities for ex-ante evaluation;
• Advising and supporting activities for environment impact assessment;

b) In regards to the role of the ERDF

• Preparing the work programme for the evaluation of measures supported by the ERDF

Monitoring:

a) In regards to the role of the Managing Authority

• Support in developing the monitoring strategy and guidelines ;
• Elaborating and defining core indicators for the SPD (physical and financial) on all levels (priorities, measures);
• Support in preparing procedures for verification of the project proposal (guidance on scoring, weighting and ranking techniques for the Intermediate bodies and Final Beneficiaries);
• Improving rules of procedure for the Monitoring Committee; designing administrative framework for monitoring;
• Support in preparation of documents for the Monitoring Committee established by the Council for Structural Policy
• Designing system for information flow based on standard interim and final monitoring reports taking into consideration existing monitoring systems for EU funded and national programmes;
• Support in developing the required IT (software and hardware) to set up monitoring framework for single measures and programmes/projects financed through the Structural Funds;
• Support in preparing guidelines on formats for Annual Implementation reports;

b) In regards to the role of the ERDF

• Setting up monitoring framework and set of indicators for the measures financed through the ERDF;
• Elaboration of financial and physical indicators for the ERDF measures;
• Study visits to see operating M&C systems;
• Support in developing the required IT (software and hardware) to set up monitoring framework for single measure financed through the ERDF;

c) In regards to the role of the Cohesion Fund

• Support in preparing guidelines for implementing bodies to prepare reports for the Monitoring Committee
• Preparing working procedures for the Monitoring Committee
• Support in preparing guidelines for the identification of the financial and financial indicators for monitoring.

Financial Management and Control:

a) As regard the role of the Management Authority

• Support in preparing guidelines regarding the organisation of the relevant functions of the MA and PA laid down by Articles 32 and 34 of Regulation (EC) No. 1260/1999;
• Support in preparing guidelines on the provision of management and control system of the Structural Funds in accordance with the Article 2 of Regulation (EC) No. 438/2001;
• Advice on systems for accounting and transactions in co-operation with the project for the Paying Authority;
• Elaboration of present system for transactions of financial and statistical data;
• Support in establishing system that gathers reliable financial and statistical information on implementation of the Programme Complement;
• Support in preparing documents that describe system of financial management that will differentiate process of authorisation, execution and accounting in programmes implementation structures;
• Support in developing system and procedures for making financial corrections to assistance granted under the Structural Funds;
• Support in developing methodology for prevention of irregularities in close cooperation with twinning project for the Paying Authority within the Ministry of Finance and project for Public Finance Internal Control Methods and Techniques;
• Support for the development of financial management system to assure the Audit trail; (Described system for confirming justification and accuracy of claims for payment especially regarding the tendering procedures, contract award, reports on progress implementation, payments and acceptance of works; and described system of financial management that will differentiate process of authorisation, execution and accounting in programmes implementation structures).

b) In regards to the role of the ERDF

• Support in preparing manual(s) for management and control system for financial control of measures eligible for the ERDF;
• Providing expertise on setting up internal control unit within the Intermediate bodies. For this task the close link will have to be established with IB projects for the Managing Authority and the Paying Authority.

c) In regards to the role of the Cohesion Fund

• Support in developing system and procedures for making financial corrections to assistance granted under the Cohesion Fund
• Support in describing procedures to ensure a sufficient audit trail;

Overall co-ordinated activities to assure transfer of knowledge and trained staff in the Ministry of the Economy able to meet the required level of knowledge for management and implementation of the Structural Funds and coordination of the activities for the Cohesion Fund:

- Advice and support given to identified personnel to gain the required level of knowledge for management of Structural Funds.
- Seminars and training for the staff the Managing Authority;
- Traineeships in MS administration for the staff in the Managing Authority;
- A National Training Plan for Structural policy drawn up and Action plan for delivering the National Training Plan prepared.

Required Input

a) In regards to the role of the Managing Authority

Assignments for the Short term expert will be planned in accordance with the need and status in the Ministry of the Economy (status of the SPD, status of the developed monitoring system, status of the implementation system, status of the financial management and control system).

Long-term PAA (18 man/months) – for the Managing Authority

Pre-accession Advisers (PAA), with operational experience regarding managing the Structural Funds, shall support activities undertaken under the project. She/he shall be supported by a number of medium and short-term experts specialising in the areas
depicted above. It is required that they have sufficient knowledge regarding latest EU regulations i.e. 438/2001.

Profile of the PAAs: experience with EU Structural Funds, fluent in English. She/he will assist the Ministry of the Economy in developing its management and programming capacities. The PAAs will be responsible for reviewing existing structure and helping to modify it, designing the organisational (management and legal) framework for management and co-ordination operations. The PAA will be responsible for drafting manual(s), procedures, forms and guidance documents expected as results. She/he will serve as daily adviser to the Ministry of the Economy.

The PAA will also assist the Ministry of the Economy in design of its management procedures on models proposed under Phare SL-9804 twinning activities and service contract and in accordance with Chapter 5 of the NDP.

**Short-term EU expert**

ST EU expert (3 man/months) to design and develop system for management of Structural Funds within the Ministry of the Economy to be able to implement programme that fit with the Single Programming Document and to link it with other activities of projects for institutional building in Phare 2002.

**Short-term EU expert**

ST EU expert (3 man/months) to design and develop IT systems for management and data collection that fit with the ERDF measures, link with other ministries and final beneficiaries.

**Short-term EU expert**

ST EU expert (3 man/months) to design and develop system for monitoring system that fit with the structure and will be linked with all relevant intermediate bodies and final beneficiaries.

**Short term EU expert**

ST EU expert (6 man/months) to assist the Ministry of the Economy in establishing financial management system that will co-operate with the Ministry of Finance for Structural Funds management and with the relevant ministries involved in the management structure.

*Training:* organised training courses for persons from the Ministry of the Economy on management.

*Study visits/ Secondments:* 2 visits for 5 people

b) *In regards to the role of the ERDF*

Assignments for the Short term expert will be planned in accordance with the need and status in the Ministry of the Economy (status of the SPD, status of the developed monitoring system, status of the implementation system, status of the financial management and control system).

**Long-term PAA (18 man/months).**

One Pre-accession Adviser (PAA), ideally with operational experience regarding managing the ERDF, shall support activities undertaken under the project. She/he shall be supported by a number of medium and short-term experts specialising in the areas depicted above.
Profile of the PAA: experience with EU Structural Funds, fluent in English. She/he will assist the Ministry of Economy and other institution involved in the ERDF management. The PAA will be responsible for reviewing existing ERDF implementation models and helping to modify them, designing the organisational (management and legal) framework for ERDF operations and will co-ordinate all actions (inputs of other experts) in the project. The PAA will be responsible for drafting procedures, forms and guidance documents to be used for ERDF implementation.

The PAA will also assist the Ministry of the Economy in establishing financial management system that will co-operate with the Ministry of Finance. She/he will help in identifying the final beneficiaries, co-financing systems and financial flow of funds to final beneficiaries. Her/his tasks comprise to work with the final beneficiaries and to ensure that appropriate systems are in place to manage ERDF procedures. She/he will deliver training courses at a national level and to final beneficiaries on administrative aspects of ERDF projects execution.

**Short-term EU experts (2)**

ST EU experts (6 man/months each) to design and develop system of measures for the Ministry of Economy to be able to implement measures that fit with the ERDF (regional economic infrastructure, research and development and large infrastructure projects), to link it with other final beneficiaries.

**Short –term EU expert**

ST EU expert (1 man/month) to assist the Ministry of the Economy in design of its evaluation and monitoring procedures building on models proposed under Phare SL-9804 twinning activities and service contract.

**Short-term EU expert**

ST EU expert (3 man/months) to design and develop IT systems for management and data collection that fit with the ERDF measures, link with other ministries and final beneficiaries.

**Training:** 1 week training course for 5 persons from the Ministry of Economy on financial issues: financial claims, financial management and audits procedures.

**Study visits/ Secondments:** 2 visits for 5 people

**Equipment:** As the proficient ERDF management is impossible without efficient and transparent computer system and appropriate software for controlling, monitoring and evaluation the implementation of this objective requires provision of the Ministry of Economy with the relevant computer systems and programmes to support the ERDF administration. The provision of relevant knowledge and skills concerns the IT system is absolutely essential for obtaining the goals of this activities.

c) *In regards to the role of the Managing Authority for the Cohesion Fund*

Assignments for the Short term expert will be planned in accordance with the need and status in the Ministry of the Economy (status of the SPD, status of the developed monitoring system, status of the implementation system, status of the financial management and control system).
Short–term EU expert
ST EU expert (1 man/month) to assist the Ministry of the Economy in design of guidelines for implementing bodies for the Cohesion Fund.

Short-term EU expert
ST EU expert (3 man/months) to design and develop system for management that fit with projects and/or group of projects assisted from the Cohesion Fund, link with other ministries defined as the implementing bodies.

Short-term EU expert (3 man/months) to assist the Ministry of the Economy in establishing financial management system that will co-operate with the Ministry of Finance. She/he will help in identifying the final beneficiaries, co-financing systems and financial flow of funds to final beneficiaries. Her/his tasks comprise to work with the final beneficiaries and to ensure that appropriate systems are in place to manage the Cohesion Fund procedures. She/he will deliver training courses at a national level on administrative aspects of projects execution assisted from the Cohesion Fund.

3.5. Lessons learned

The NDP defines the Managing Authority in management structure. Slovene administration for the purposes of Structural policy has to:

a) to accelerate the negotiating process for becoming the Member State of the European Union;
b) to clarify and define the administration structure and to introduce an administrative system sufficient for the management of structural policy.

Learning experiences of the SPP programme are presented in detail in the Annex VI.

4. Institutional Framework

The main beneficiary will be the Ministry of the Economy as the institution responsible for setting up the administrative framework for the Structural policy management and implementation, as well as the Ministry of Finance and line ministries involved in the SF implementation. The support will be provided to all for SPD, Programme Complement and Community Initiatives. Assistance will be provided in the form of know-how transfer, training, studies, analysis, study visits and traineeships in MS institutions.

A single Steering Committee will be organised to co-ordinate all projects and will consist of representatives of the Ministry of the Economy, the Ministry of Finance, the Ministry of Labour, Family and Social Affairs, the Ministry of Transport, the Ministry of Environment and Spatial Planning, EC Delegation and the Governmental Office for European Affairs. The representatives of other relevant ministries and stakeholders might be invited to the meetings of the SC. The co-ordination will ensure consistency with regards to the respective contributions to the Structural Funds programming documents.

Draft rules and procedures for the SC are presented in the annex VII.
5. Detailed budget (€)

<table>
<thead>
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<th>Contract 1 (twinning)</th>
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<th>National Co-financing</th>
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The Slovenian co-financing in the amount of 9% of the overall budget will cover costs of plane tickets, office provisions for PAA and short-term experts, and IT equipment costs.

6. Implementation Arrangement

6.1. Implementing Agency

Ministry of Finance – CFCU,
Mr. Peter Škofic, PAO
Beethovnova 11, 1502 LJUBLJANA – SI
Tel: +386 1 478 6994, Fax: +386 1 478 6204
E-mail: peter.skofic@mf-rs.si

The Contracting Authority will be:
The Ministry of the Economy
Mr. Igor Strmšnik, State Secretary
Kotnikova 5, 1000 LJUBLJANA - SI
Tel: +386 1 478 37 50, Fax: +386 1 478 37 60
E-mail: igor.strmsnik@gov.si

6.2. Twinning

a) as regard the Managing Authority

The final beneficiary of the project is the Ministry of the Economy. The project will be implemented through twinning arrangement with PAA for the Managing Authority functions and PAA for the ERDF measures implementation and short term experts. The contact person will be Mr Bojan Dejak, Director.

Communication address:
The Ministry of the Economy
National Agency for Regional Development
Mr Bojan Dejak, Director
Kotnikova 28, 1000 LJUBLJANA - SI
Tel: +386 1 478 36 70, Fax: +386 1 431 33 60
E-mail: arr@gov.si

b) In regards to the role of the ERDF

The final beneficiary of the project is the NARD within the Ministry of the Economy and more specifically the Sector for the Programme Implementation. The project will be implemented through twinning arrangement with PAA and short term experts. The contact person will be Mr Bojan Suvorov, Deputy Director.
Communication address:
c) In regards to the role of the Cohesion Fund

No PAA is foreseen for this part of the project. The short-term expertise will be provided. The contact person will be Mr Bojan Suvorov, Deputy Director.

Communication address:
National Agency for Regional Development (NARD)
Mr. Bojan Suvorov, Deputy Director
Kotnikova 28, 1000 LJUBLJANA - SI
Tel: +386 1 478 36 70, Fax: +386 1 431 33 60
E-mail: arr@gov.si

6.3. Non-standard aspects

Twinning arrangements is expected for a value of 2,000,000 € or the major part of the project.

6.4. Contracts

Expected number of contracts: 1

Estimated value of the contract is (only Phare component included):
- twinning covenant 2,000,000 EUR

Activities will be implemented in the framework of twinning. The Twinning package will consist of two PAAs, short-term EU experts, training and study visits. The Slovenian co-financing will cover costs of plane tickets, office provisions for PAAs and short-term experts, and equipment costs for IT. The equipment will be purchased according to the Slovene public procurement law.

7. Implementation Schedule

7.1 Start of tendering/call for proposals: July 2002
7.2 Start of project activity: March 2003
7.3 Project Completion: August 2004

8. Equal Opportunity

The project will promote equality between genders since it will contribute to the design of measures under ERDF to the harmonious, balanced and sustainable development of economic activity and to equality between women and man. By reference to the general commitment attain equal opportunities between women and man the operations of this project can be judged as in general " The project provides equal benefits to men and women."
9. **Environment**: not applicable

10. **Rates of return**: not applicable

11. **Investment criteria**: not applicable

12. **Conditionality and sequencing**:

The most important condition and mile stone for the project implementation is the finalisation of the National Development Plan. The fifth chapter of the NDP: Institutional arrangements will evolve along with the development of the implementation of this project and in connection with other IB projects.
ANNEXES:

Annex I: LOGFRAME PLANNING MATRIX FOR PROJECT
Annex II: DETAILED IMPLEMENTATION CHART
Annex III: CONTRACTING AND DISBURSEMENT SCHEDULE
Annex IV: LIST OF RELEVANT LAWS AND REGULATIONS:
Annex V: REFERENCE TO RELEVANT GOVERNMENT STRATEGIC PLANS AND STUDIES:
Annex VI: LEARNING EXPERIENCES from the Special preparatory Programme for Structural Funds in Slovenia
Annex VII: RULES AND PROCEDURES OF THE STEERING COMMITTEE FOR THE PROJECTS IMPLEMENTATION
## Annex 1:
### LOGFRAME PLANNING MATRIX FOR PROJECT:

**Setting up a coherent system for the Structural and Cohesion Funds in Slovenia for the Managing Authority (MA) and the ERDF measures implementation,**

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>SI0205.01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracting period expires:</td>
<td>30 June 2004</td>
</tr>
<tr>
<td>Disbursement period expires:</td>
<td>30 June 2005</td>
</tr>
<tr>
<td>Total budget:</td>
<td>2,200,000 EUR</td>
</tr>
<tr>
<td>Phare:</td>
<td>2,000,000 EUR</td>
</tr>
</tbody>
</table>

### Overall Objective

To set up a coherent system for the management of the Structural and Cohesion Funds in Slovenia for the Managing Authority (MA) and the ERDF measures implementation,

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Slovenia prepared to effectively use support form Structural Funds, Administrative structures and programme/project delivery system fully developed</td>
<td>Test implementation of the SPD measures</td>
</tr>
</tbody>
</table>

### Project Purpose

- To design and set up the management structure for the programming, implementation, evaluation, monitoring and financial control of the Structural (MA, ERDF) and Cohesion Funds (referred to MA function);
- To develop the management and control system for assistance granted for the Cohesion fund;
- To prepare a coherent Single Programming Document and Programme Complement;
- To develop a coherent framework strategy for the Cohesion Fund annexed to the SPD (no overlap with the ERDF measures);

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ SF management system agreed and all relevant parties fully prepared for their respective roles.</td>
<td>Legislation</td>
<td></td>
</tr>
<tr>
<td>✓ Well defined competencies between the Managing and Paying Authority and between the Managing Authority and Intermediate bodies.</td>
<td>Guidelines</td>
<td></td>
</tr>
<tr>
<td>✓ Well defined competencies between the Managing and Paying Authority and between the Managing Authority and Intermediate bodies.</td>
<td>Organigram(s)</td>
<td></td>
</tr>
<tr>
<td>✓ Commitment of stakeholders to work in concerted way</td>
<td>Commitment of stakeholders to work in concerted way</td>
<td></td>
</tr>
<tr>
<td>✓ Need for actual implementation of recommendations produced within a project (for instance: the decisions on organisational changes, competencies of institutions)</td>
<td>Need for actual implementation of recommendations produced within a project (for instance: the decisions on organisational changes, competencies of institutions)</td>
<td></td>
</tr>
</tbody>
</table>

### Results

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Prepared Single Programming Document and Programme Complement</td>
<td>Reports on project's implementation</td>
<td></td>
</tr>
<tr>
<td>✓ Prepared guidelines to assure the compliance of the Programme Complement with the Community policies and its implementation;</td>
<td>Correspondence files</td>
<td></td>
</tr>
<tr>
<td>✓ Defined tasks and responsibilities for Structural Funds management structures presented as a manual;</td>
<td>Manuals</td>
<td></td>
</tr>
<tr>
<td>✓ prepared ex-ante verification for the SPD</td>
<td>IT system outputs (reports, data)</td>
<td></td>
</tr>
<tr>
<td>✓ prepared environmental impact assessment for the SPD</td>
<td>Commitment for development costs of IT</td>
<td></td>
</tr>
<tr>
<td>✓ Monitoring strategy prepared and system developed;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ List of indicators prepared and approved by the Monitoring Committee;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Upgraded pilot monitoring system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ A National Training Plan for Structural Funds drawn up and delivered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ IT system(s) upgraded and developed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ At least 50 civil servants trained on the SF procedures</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Financial Management and Control:

- Guidelines and system prepared for financial management and control.

### Activities

<table>
<thead>
<tr>
<th>Means</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term PAA. Short-term experts. Study visits. Secondments. Training.</td>
<td>Regular reports of the twinners and short term experts</td>
<td></td>
</tr>
<tr>
<td>Mission and secondment reports</td>
<td>Mission and secondment reports</td>
<td></td>
</tr>
<tr>
<td>Evaluation of training activities</td>
<td>Evaluation of training activities</td>
<td></td>
</tr>
<tr>
<td>Regular Phare implementation meetings</td>
<td>Regular Phare implementation meetings</td>
<td></td>
</tr>
<tr>
<td>✓ Commitment of stakeholders to work in concerted way</td>
<td>✓ Commitment of stakeholders to work in concerted way</td>
<td></td>
</tr>
<tr>
<td>✓ Cooperation of national and regional institutions</td>
<td>✓ Cooperation of national and regional institutions</td>
<td></td>
</tr>
<tr>
<td>✓ IT hardware and software purchased and installed</td>
<td>✓ IT hardware and software purchased and installed</td>
<td></td>
</tr>
</tbody>
</table>
### Implementation:
- Support for preparation of guidelines and procedures manuals on financial management and control relating to the implementation of measures financed from the Structural, Cohesion Fund and Community Initiative.
- Development of administrative structures to be in compliance with the requirement of regulations and national legislation.
- Preparing guidance on scoring, weighting and ranking techniques for projects appraisal for the Intermediate bodies and Final Beneficiaries and on cost-benefit analysis technique.
- Drawing up the Information and Publicity strategy.
- Drawing up the technical assistance programme.

### Evaluation:
- Advising and supporting activities for ex-ante evaluation:
- Advising and supporting activities for environment impact assessment.

### Monitoring:
- Supporting development of the monitoring system and required IT (software and hardware) to set up monitoring framework for single measures and programmes financed through the Structural Funds and Cohesion Fund.
- Elaborating of core indicators for SPD.
- Improving rules of procedure for the monitoring committee; Designing administrative framework for monitoring.

### Financial Control:
- Support for the development of financial management system;
- To describe working procedures for financial management and control;

### Preconditions
- Finalised National Development Plan
- Nominated staff in designated bodies
- Approved package of proposed projects for the institutional building Phare 2002 and signed Financing Memorandums
Annex II: DETAILED IMPLEMENTATION CHART

Programme number: SI0205.01
Phare funds: 2,000,000 EUR
National co financing: 200,000 EUR
TOTAL: 2,200,000 EUR

Start of tendering/call for proposals: July 2002
Start of project activity: March 2003
Project Completion: August 2004

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>J F</td>
<td>M A</td>
<td>M J</td>
<td>J A</td>
</tr>
<tr>
<td></td>
<td>S C</td>
<td>N D</td>
<td>J F</td>
<td>M A</td>
</tr>
<tr>
<td>Tendering</td>
<td>M J</td>
<td>J A</td>
<td>S C</td>
<td>N D</td>
</tr>
<tr>
<td>Implementation</td>
<td>J F</td>
<td>M A</td>
<td>M J</td>
<td>J A</td>
</tr>
</tbody>
</table>

Assignments for the Short term expert will be planned in accordance with the need and status in the Ministry of the Economy (status of the SPD, status of the developed monitoring system, status of the implementation system, status of the financial management and control system).
Annex III: CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE (by quarter for full duration of the programme)

Programme nr: SI0205.01
Phare funds: 2,000,000 EUR
National co financing: 200,000 EUR
TOTAL: 2,200,000 EUR

<table>
<thead>
<tr>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract 1 (twinning)</td>
<td>2,000,000</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract 1 (twinning)</td>
<td>600,000</td>
<td>880,000</td>
<td>1,160,000</td>
<td>1,440,000</td>
<td>1,720,000</td>
<td>1,720,000</td>
<td>2,000,000</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL:** 2,000,000
Annex IV

List of relevant Laws and Regulations:

1. Balanced Regional Development Act (Official Journal of the Republic of Slovenia, 60/99)
   - Minister of Economy’s decree on Rules on the organisation and conditions for performing the tasks of regional development agencies (Official Gazette of the RS, No. 44/01, June 6, 2001)
   - Minister of Economy’s decree on Rules on the organisation and conditions for performing the tasks of regional development agencies (Official Gazette of the RS, No. 44/01, June 6, 2001)
   - Minister of Economy’s decree on Instructions on the priority areas for allocating incentives relevant for balanced regional development (Official Gazette of the RS, No. 44/01, June 6, 2001)
   - Minister of Economy’s decree on Rules on the structure, organisation and tasks of the National Agency for Regional Development (Official Gazette of the RS, No. 44/01, June 6, 2001)
   - Minister of Economy’s decree on Instructions on the minimum obligatory structure and methodology for the preparation of Regional Development Programmes, and the Method of their monitoring and evaluation (Official Gazette of the RS, No. 44/01, June 1, 2001)
   - Minister of Economy’s decree on Rules on the regional aid map used in implementing the regional state aid policy in the Republic of Slovenia (Official Gazette of the RS, No. 58/01, July 13, 2001)
   - Minister of Economy’s decree on the detailed terms and criteria for allocating incentives relevant for balanced regional development (Official Gazette of the RS, No. 60/01, July 20, 2001)
   - Minister of Economy’s decree on Rules on the allocation of regional state aids and regional incentives to local communities and to the regional development agencies (Official Gazette of the RS, No. 62/01, July 27, 2001)

2. Law on research activities (Official Journal of the Republic of Slovenia, 8/91)
3. Law on small business development (Official Journal of the Republic of Slovenia, 18/91)
4. Law on the protection of the competition (Official Journal of the Republic of Slovenia, 18/93)
5. Law on foreign trade procedures (Official Journal of the Republic of Slovenia, 13/93)
8. COUNCIL REGULATION (EC) No 1257/1999 of 17 May 1999 on support for rural development from the European Agricultural Guidance and Guarantee Fund (EAGGF) and amending and repealing certain Regulations
11. COMMISSION REGULATION (EC)No 1159/2000 of 30 May 2000 on information and publicity measures to be carried out by the Member States concerning assistance from the Structural Funds
13. COUNCIL REGULATION (EC) No 1260/1999 of 21 June 1999 laying down general provisions on the Structural Funds
Annex V

Reference to relevant Government Strategic plans and studies:

10. The Strategy for the Economic Development of Slovenia was the largest project carried out by IMAD in 1994/1996.
<table>
<thead>
<tr>
<th>Annex VI</th>
<th>What should have been the ideal situation</th>
<th>What was actually the situation in SI</th>
<th>What was done</th>
<th>What remains to be done</th>
<th>By who</th>
<th>By when</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programming</td>
<td>National Development Plan prepared Guidelines for the implementation of Structural policy prepared pilot actions being identified and prepared in accordance with objective 1 methodology. actions being implemented on the basis of an integrated strategic approach to local development. the pilot programme being prepared on the basis of the National Development Plan programme includes an analysis of the needs and potential development of the Pilot Regions</td>
<td>Slovenia prepared Preliminary National Development Plan on national level. Regions on NUTS III level have drafts for Regional Development Programmes. Operational programme for regional policy does not exist yet. Strategy for Regional Development is still under preparation. Institutional organisation is still under the construction – for 12 regions on NUTS III level 12 RDA will be established Plan for preparation of NDP prepared</td>
<td>In November 1999 PNPD was adopted. Co-ordination body on national level was established (Steering Committee) In June 2000 Council for Structural Policy had first meeting as the highest body on national level responsible for decision making Draft for Regional Strategy was prepared and adopted in October 2000 by Council for Structural Policy Establishment of the RDAs in process Dispositions for Regional Development Plans are being prepared</td>
<td>Preparation of National Development Plan Strategy for Regional Development Regional Development Plans for each region</td>
<td>NARD IER RDAs with NARD</td>
<td>By June 2001 By January 2001 By June 2001</td>
</tr>
<tr>
<td>Project selection procedures</td>
<td>Selection process defined Guidelines for project selection prepared Selection criteria defined Call for tender Selection process of proposals</td>
<td>Law on Public procurement adopted in May 2000 Phare DIS is being used for projects with co-financing from EU Pilot approach to the selection</td>
<td>Selection process of project proposal implemented in Pomurje region In Savinjska region the partnership approach to the decision was used projects were assessed intensive by NARD and Twinning partners NARD established a standardised procedure for screening the project proposals NARD and the respective line ministries agreed to set up a transparent procedure about the participation between the ministries on national level and their responsibilities and functions.</td>
<td>Completion of the selection procedures Establishment of the financing management unit in NARD responsible for public procurement</td>
<td>Ministry of Finance NARD Twinning partner</td>
<td>By January 2001</td>
</tr>
</tbody>
</table>
| Administrative capacity | One national body responsible for overall co-ordination  
Min. 50 trained people employed on tasks for co-ordination and implementation of Structural and Cohesion policy  
Division of sectors responsible for programming, monitoring and evaluation, financing management and implementation | More than one body involved in the co-ordination GOEA, MF and NARD  
At the establishment 5 persons employed  
No regional structure established yet  
Bad co-ordination on national level | 21.9.00 Government decision that NARD is the central co-ordinating body for Structural and Cohesion fund  
Additional staff in NARD employed  
Several training and seminars organised on subject of Structural funds  
People trained for their tasks  
Systematisation of the sectors in NARD prepared | To employ new staff to train people for their tasks  
Prepare NARD to be central co-ordinating body  
Develop financing management tasks in NARD | NARD  
Twinning  
NEI  
CFCU | By June 2001 |
| --- | --- | --- | --- | --- | --- | --- |
| Financial management | Defined financial system for Structural funds  
Monitoring and evaluation system defined  
Programme approach in preparation of the budget  
Financial control system established | Activities in the preparation of the financial system in accordance with SF regulations started  
Statistical data on regional level under preparation  
Changing of the legislation on financial management | New law on Public finance adopted September 1999  
New law on public procurement adopted May 2000  
Basics requirements for accreditation set | Defined the contents of the financial management needed  
Defined contents of the monitoring system needed  
Establishment of sector for Financial Management  
Training of people responsible for Financial Management  
Establishment of IT system | MF  
NARD  
Twinning, NEI  
CFCU | By December 2001 |
| Co-ordination | Co-ordination of activities on national and regional level  
Defined bodies responsible for co-ordination  
Defined tasks and activities of all actors involved | On national level several co-ordinating bodies existed  
On regional level few institutions existed  
Establishment of Council for Structural Policy  
NARD as central co-ordinating body  
RDAs involved in the process of implementation of programme | Defined tasks and responsibilities of NARD and other actors involved | NARD  
Twinning, NEI | By April 2001 |
Annex VII

Draft Rules and Procedures for the Steering Committee

A Single Steering Committee is to be established to co-ordinate activities of the three projects:

a) Setting up a coherent system for the Structural and Cohesion Funds in Slovenia for the Managing Authority and the ERDF measures implementation, and for the Managing Authority functions in relation to the Cohesion Fund implementation
b) Development of programming and management capacities for European Social Fund (ESF) implementation
c) Establishment of the Management and Control System designed for the effective and sound Implementation of EU Structural and Cohesion Funds within the future Paying Authority at the Ministry of Finance of the Republic of Slovenia.

The Steering Committee will discuss and approve the official terms of references and operational procedures as part of its first meeting.

The Single Steering Committee will perform all the tasks and functions as bellow:

- Co-ordinate actions of the Pre-Accession Advisors and twinning teams towards common objectives, ensuring complementarities and adding value through offering advice and guidance
- Ensure that relevant ministries act on the accepted recommendations of the projects
- Report on outputs to other relevant bodies, particularly the Council for Structural policy and to the Monitoring Committee responsible for the finalisation of the NDP and SPD by Managing Authority
- Monitor progress of the projects towards their targets and objectives
- Approve any requested amendments to the approved project fiches prior to final agreement by all parties
- Receive reports by the Pre-Accession Advisors for each project, and the nominated Pre-Accession Advisor responsible for the co-ordination of project activities
- Receive reports by Slovenian team leaders for each project
- Request remedial action where projects are found to be failing to meet their targets
- Approve action plans prepared by PAA for the following quarter
- Approve the final outputs of the three projects
- Approve a final reports

Membership of the Steering Committee will consist of:

- Ministry of the Economy (Chair)
- Ministry of the Economy, Department of Regional Policy
- Ministry of Finance
• Ministry of Finance, CFCU
• Ministry of Labour, Family and Social Affairs
• Ministry of Transport
• Ministry of Environment and Spatial Planning
• Government Office for European Affairs
• EC Delegation

Representatives of other Ministries and other stakeholders may be invited to attend meetings of the Steering Committee as agreed by the Steering Committee.

The Steering Committee will consist of up to two representatives of each organisation represented (voting member and suppleant). Government Ministries will normally be represented by the State Under Secretary, or a nominee.

The Steering Committee will meet once every three months. The meeting cycle will be established from the date of the first meeting. All papers will be prepared and circulated 10 days in advance. For the Steering Committee to be considered quorate at least one representative of each organisation identified above must be in attendance.

Meetings of the Steering Committee will be undertaken in English. All reports will be submitted in English.

The National Agency for Regional Development will act as a Secretariat for the Steering Committee. A member of NARD will attend each meeting of the Steering Committee to take minutes of the meeting, noting any decisions and action points.

The Steering Committee will identify any other bodies that should be officially informed about the decisions taken by the Steering Committee.