



REGIONAL OFFICE FOR SEE  
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# INSTITUTIONAL, ECONOMIC AND SOCIAL DEVELOPMENT DEPARTMENT

Company Profile and Selection of Project References

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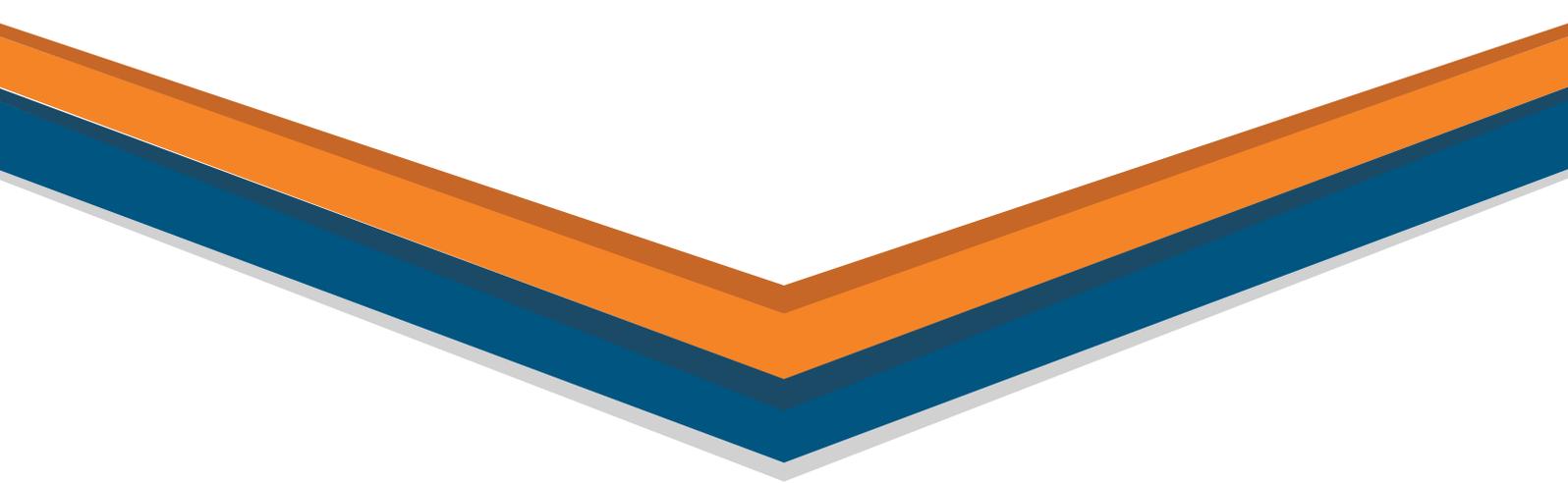


**Leaders in Consulting Services in Southeast Europe**

Together for a better future



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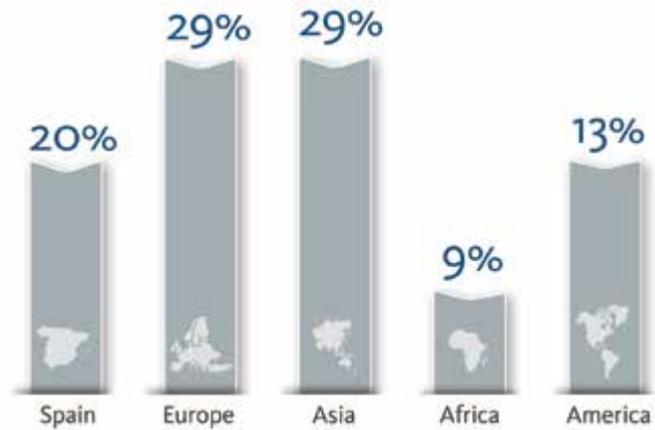
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## ABOUT EPTISA

Founded in 1956, EPTISA is considered one of the soundest and most relevant consulting companies from Spain. In the course of more than 60 years of operation, EPTISA has become a synonym for quality and professionalism, demonstrating its ability to respond to the demands of an increasingly complex and challenging market.

With 110 million Euros incomes in the last year and projects in over 45 countries worldwide, EPTISA can fulfill the requirements of every public or private entity. Our commitment to comprehensive and client-oriented services make us a global player in the fields of **institutional, economic and social development**, public administration reform, human and minority rights, social, urban and rural development, residential and industrial construction, infrastructure, water and environment, energy and information technologies, applying state-of-the-art technologies in order to simultaneously advance towards sustainable development.

## GEOGRAPHIC DISTRIBUTION



With a presence in over 45 countries and a network of 25 well established local offices, Eptisa is a **global company that acts locally, close to the client and the civil society in which we intervene.**

### Experience

• Ongoing projects • Experience

#### Europe

- Albania
- Armenia
- Azerbaijan
- Belarus
- Bosnia & Herzegovina
- Bulgaria
- Croatia
- FYROM
- Georgia
- Greece
- Ireland
- Italy
- Kosovo
- Montenegro
- Moldova
- Portugal
- Romania
- Serbia
- Spain
- Turkey
- Ukraine
- United Kingdom

#### America

- Argentina
- Bolivia
- Brazil
- Canada
- Colombia
- Costa Rica
- Chile
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Honduras
- Nicaragua
- Mexico
- Panama
- Peru
- Uruguay
- USA
- Venezuela

#### Asia

- Bangladesh
- China
- India
- Jordan
- Kazakhstan
- Kyrgyzstan
- Laos
- Palestine
- Philippines
- Qatar
- Syria
- Tajikistan
- Uzbekistan
- Vietnam

#### Africa

- Angola
- Algeria
- Congo
- Djibouti
- Egypt
- Equatorial Guinea
- Mauritania
- Morocco
- Mozambique
- Namibia
- Senegal
- South Africa
- Sudan
- Tunisia

## EPTISA WORLDWIDE



# KEY FIGURES IN OUR INTERNATIONAL ACTIVITY



2015

**110** million Euros gross income

**+45** countries with ongoing projects



**182** million Euros of project portfolio backlog

Over **700** in-house professionals



**1000** professionals dedicated to international projects

## TECHNOLOGY

The introduction of the latest technologies has allowed the reinforcement of our leadership by combining experience and innovation towards projects with high added value. In our daily activities, we use the latest technologies and have our own software development department with skillful technicians who create top quality internal-use software as well as commercial packages, always meeting the requirements of our most demanding clients.

## QUALITY

Our permanent commitment towards the highest quality standards and environmental damage minimisation allowed us to be awarded in the early 90's with the quality and environmental standards certifications ISO 9000 and ISO 14000, both issued by the competent Spanish authority (AENOR). Moreover, EPTISA is accredited by the ENAC (National Accreditation Body) as an Authorised Inspection Entity under norm EN4504 in the environmental field for water, air and noise. We were also recently awarded with the ISO 9001 management system standards certificate issued by Bureau Veritas.



## Eptisa's Timeline

- 1956 ● **EPTISA HEADQUARTERS**  
*Madrid, Spain*
- 2004 ● **EPTISA ROMANIA SRL**  
*Bucharest, Romania*
- 2005 ● **EPTISA SERBIA (SOUTHEAST EUROPE REGIONAL OFFICE)**  
*Belgrade, Serbia*
- 2007 ● **EPTISA MUHENDISLIK LTD**  
*Ankara, Turkey*
- 2008 ● **EPTISA GREECE BRANCH**  
*Athens, Greece*
- 2011 ● **EPTISA GEORGIA BRANCH**  
*Tbilisi, Georgia*
- 2011 ● **EPTISA UKRAINE**  
*Kiev, Ukraine*
- 2012 ● **EPTISA INDIA PVT LTD**  
*Gurgaon, India*
- 2012 ● **EPTISA HAITI BRANCH**  
*Port au Prince, Haiti*
- 2014 ● **EPTISA ARGEL BRANCH**  
*Algiers, Algeria*
- 2015 ● **EPTISA PHILIPPINES**  
*Manila, Philippines*
- 2015 ● **EPTISA MIDDLE EAST \***

## DISTRIBUTION BY SECTOR



44%

Water and Environment



27%

Transport Infrastructure



12%

Institutional, Economic and Social Development



12%

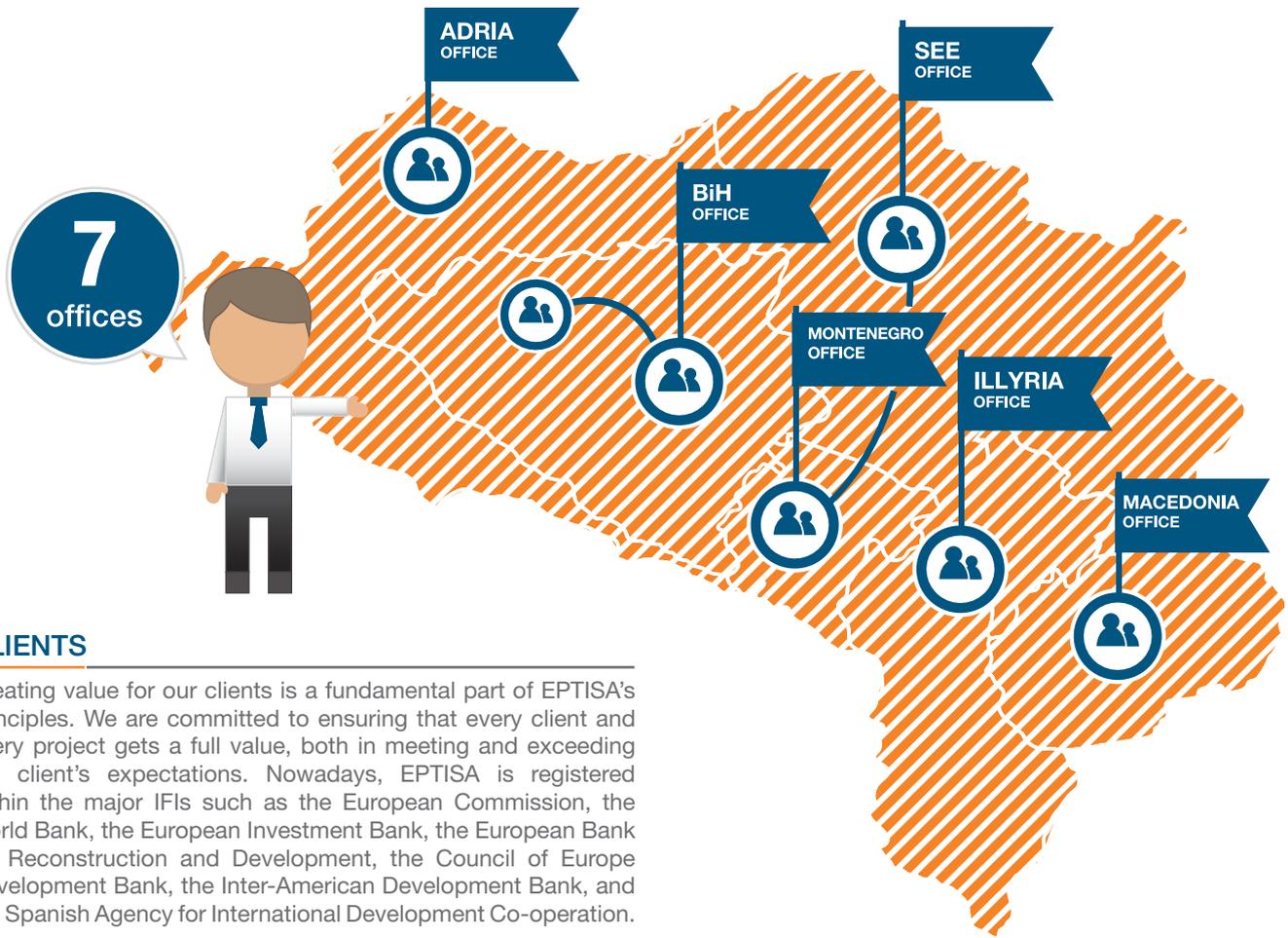
Information Technology



5%

Industry, Energy and Buildings

\*expected year of opening a regional office for Middle East



## CLIENTS

Creating value for our clients is a fundamental part of EPTISA's principles. We are committed to ensuring that every client and every project gets a full value, both in meeting and exceeding the client's expectations. Nowadays, EPTISA is registered within the major IFIs such as the European Commission, the World Bank, the European Investment Bank, the European Bank for Reconstruction and Development, the Council of Europe Development Bank, the Inter-American Development Bank, and the Spanish Agency for International Development Co-operation.

## EPTISA'S PRESENCE IN THE REGION

For almost twenty years EPTISA is positioned in the countries of Southeast Europe as one of the largest and soundest consulting and engineering companies. Nowadays, EPTISA operates subsidiary companies in FYR of Macedonia, Croatia, Bosnia and Herzegovina, Romania, Serbia, Ukraine, and Turkey.

efforts of EPTISA in the region. Composed of a multidisciplinary team of national and international staff, the Office is organised in three Competence Units (**Institutional, Economic and Social Development**, Infrastructure, Environmental Management, Health and Energy), and is specialised in the provision of technical assistance services to public institutions and to the private sector in Albania, Bosnia and Herzegovina, Croatia, Kosovo\*, the FYR of Macedonia\*, Montenegro, and Serbia.



In 2012 EPTISA sets up a subsidiary company in the Republic of Croatia and in 2013 in the FYR of Macedonia and in Bosnia and Herzegovina. The new companies, named EPTISA Adria d.o.o., EPTISA Macedonia and EPTISA Bosnia and Herzegovina coordinate all the commercial efforts and undertakes the project management for all the assignments implemented by EPTISA in this countries. In 2014 EPTISA continued its expansion in the region with the opening of an office in Montenegro. Completing the network of country offices, in 2016 we will set up EPTISA Illyria, covering the territories of Albania and Kosovo.

With more than 100 relevant projects implemented in the last decade, nowadays EPTISA is recognised as one of the leading consulting and engineering groups in the region, being characterised for its proximity to the client, for its understanding of the regional peculiarities, and for its strong project management capabilities.

Since 2002, the activities of EPTISA in the Western Balkans experienced a significant growth, leading to the establishment of a permanent structure in the area. Thus, the opening in March 2005 of our Regional Office for Southeast Europe in Belgrade, Serbia, leveraged even more the commercial and management

\* EPTISA takes a neutral position vis-à-vis the political issues within the region of the Western Balkans. The designation for Kosovo is without prejudice to the positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.



# INSTITUTIONAL, ECONOMIC AND SOCIAL DEVELOPMENT DEPARTMENT

Selection of Project References

# Regional Development Studies

Albania

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**Client:** EU Delegation to Albania **Origin of funding:** EU - CARDS

## Description:

The overall objective of the project was to improve the use of the resources in the selected Regions of Albania (Shkodra and Lezha) through the establishment and implementation of sustainable regional and local development planning practices.

The results achieved by the project were:

- A methodology of Regional Development Planning in Albania developed, introduced and applied, based on a holistic approach, stakeholder participation, and integration of all sectors;
- Regional and other local officers of selected regions trained in Regional Development Planning, database and GIS management, and preparation of integrated Regional Development Plans;
- Operational databases and GIS set up in the selected regions;
- Feasible Regional Development Plans prepared and agreed to in the selected regions.

## Activities:

- Preparation of a Methodology and Guidelines for Regional Development Plans in Albania;
- Design and provision of a training programme in Regional Development Planning;
- Establishment and specifications of Regional Geographic Information Systems;
- Elaboration of Regional Development Plans for the selected areas;
- Formulation of the budget for investments at a regional level following the implementation of the Regional Plans;
- Definition of the institutional and legal framework for the implementation of the Regional Plans;
- Capacity building in regional development, urban planning, and GIS systems;
- Design of GIS applications for regional development.

# Technical Assistance and Training for the Improvement of the Delivery of Public Services at the Local Government Level



**Client:** EU Delegation to Albania **Origin of funding:** EU - CARDS

## Description:

The overall objective of the project was to enhance the Albanian integration and investment climate by providing transparency and legal certainty and by streamlining the procedures concerning the issuing of licenses for economic operators and economic activities.

The results achieved by the project were:

- To document and analyse the current local licensing situation in all local government units in close cooperation with the internal structures of the respective local government association;
- To increase accessibility and the degree of standardisation of licensing procedures at the local level through consensus-building;
- To develop administrative capacities at the local level in licensing administration;
- To increase the collaboration between governmental levels in order to further rationalise the distribution of regulatory tasks between central, regional, and local governments.

## Activities:

- Baseline census inventory and analysis of the current licensing at sub-national levels of government;
- Consensus-building among local government units on licensing standardisation and dissemination and in the implementation of the agreed standards;
- Development and distribution of common licensing guidelines/manuals and delivery of tailor-made training to local level public servants;
- Institutional strengthening and dissemination of best practises;
- Training needs assessment and design and implementation of trainings for municipalities and communes licensing staff;
- Regional and economic development;
- Support to SMEs development;
- Municipal support.

# Support to the Development of Agriculture Farmers Associations and Cooperatives in Albania

Albania

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**Client:** Albanian Ministry of Agriculture, Food and Consumer Protection  
**Origin of funding:** Spanish Agency for International Cooperation

## Description:

The overall objective of the project was to adapt the legislation regarding cooperatives, and to promote and to coordinate efforts in order to determine the necessities of associations and the cooperatives sector.

The objective resulted from the fact that the Ministry of Food and Consumer Protection of Albania aimed to promote rural development in the country through the promotion of agricultural organisations.

## Activities:

- Adaptation of the existing legislation concerning agricultural cooperatives by establishing a Working Group constituted by several experts from the central structure of the Ministry;
- Analysis of the organisational chart of the Albanian Ministry, identifying which departments were to be trained in cooperatives and development of a training program for them;
- Training of the government experts for the development and regulation of agricultural associations and cooperatives;
- Support to groups and associations of farmers in the creation, legal establishment, and start-up of agricultural cooperatives through technical advice, payment of taxes and legal establishment costs, procurement of equipment, and the rehabilitation and conditioning of facilities.

# Capacity Building of Government Institutions to Engage in a Policy Dialogue with Civil Society



**Client:** Delegation of the EU to Bosnia and Herzegovina **Origin of funding:** IPA 2011

## Description:

The overall objective of the project is to contribute to anchoring democratic values and structures, human rights, social inclusion and rule of law, thereby supporting the EU integration process. The purpose of the project is to provide capacity building of the State, entities and Brčko District governments in development of institutional mechanisms for cooperation with civil society in order to enable the aforementioned governments to engage in more fruitful dialogue with civil society.

The specific objectives of this contract is to:

- Support the adoption of a state government policy on cooperation with Civil Society Organisations (CSOs);
- Develop institutional mechanisms for government cooperation with CSOs;
- Improve of budgetary policies related to civil society;
- Assist in implementation of the Strategy for development of more enabling environment for civil society development in BiH.

## Activities:

- Developing policies on cooperation with CSOs,
- Drafting legislation for improvement of the legal, strategic, financial and institutional framework for the development of civil society;
- Development of the public policy monitoring, analysis and evaluation tools;
- Development of governments' information dissemination mechanisms towards CSOs; conducting public awareness campaign on existing institutional mechanisms for government cooperation with CSOs, etc.
- Capacity building for civil servants about how to engage CSOs effectively in the policy dialogue and consultation process;
- Development of the Code of the positive practice and minimum standards for involving CSOs in policy dialogue.

# Support to the Social Services Providers and Enhancement of the Monitoring Capacities



**Client:** Delegation of the EU to Bosnia and Herzegovina **Origin of funding:** EU

## Description:

A Consortium composed by EPRD (leading company), EPTISA, Bolt International Consulting and Wojewodzki Urzad Pracy, has been awarded contract in Bosnia and Herzegovina, for the project titled: "Support to the Social services providers and enhancement of the monitoring capacities". The project purpose is to develop a generic model (best practice model) to assist elderly and disabled persons, and to support the establishment of two mobile teams that will be providing the assistance to the two categories of beneficiaries as well as to strengthen primarily the capacities of the Ministry of Human Rights and Refugees (MHRR) and other institutions responsible for collecting data on human rights protection in BiH.

The project will therefore assist the BiH authorities in revising the existing secondary legislation and drafting the missing bylaws and regulations, which will improve the provision of social services. The project will also provide capacity-building to local authorities in managing social inclusion policies, and to social services providers to design community-based social inclusion initiatives in line with the identified local needs through building local partnerships and stronger cross-sectorial networking.

## Activities:

- Support to social welfare legislation reforms in the entities and Brcko District;
- Strengthening of the system for monitoring the access to rights of vulnerable groups in BiH;
- Strengthening of the capacities of MHRR and other institutions involved in improving the protection of vulnerable groups and promotion of human rights in BiH;
- Strengthening of the social welfare centres in pilot areas, to deliver effective social services, with special focus on assistance to elderly persons;
- Technical strengthening of the capacities in MHRR and social services providers;
- The team of the experts will support, during two years, the institutions of Bosnia and Herzegovina to improve their social protection of the vulnerable and socially disadvantaged groups, and to enhance monitoring, reporting and promotion of human rights.

# Capacity Building for Trade Policies and Analysis



**Client:** Delegation of the EU to Bosnia and Herzegovina **Origin of funding:** EU

## Description:

A Consortium composed by SOFRECO (leading company), EPTISA and Djikic Consulting Services has been awarded EU funded project “Capacity building for trade policies and analysis” which is designed to improve B&H trade performance, the institutional and administrative capacities in Bosnia and Herzegovina to implement the activities related to the SAA and CEFTA commitments, WTO agreements and obligations. Indeed, a proper implementation of the different trade agreements will contribute to creating a market economy, which is one of the main preconditions for acceding to the EU.

The team of the experts will help to develop the institutional capacity of the MoFTER and related institutions for successful implementation of the SAA, WTO, CEFTA, EFTA and further trade negotiations.

During the next twenty months the team of experts will focus in strengthening and promoting the capacities of BiH institutions and especially MoFTER on different areas (legal, administrative, institutional) through a large scope of capacity building activities such as training sessions, team buildings and study visits. This enhancement of MoFTER capacities will enable B&H to improve its trade performance and its abilities to integrate the EU markets.

## Activities:

- Support to the implementation of the Stabilisation and Association Agreement;
- Support the Ministry of Foreign Trade and Economic Relations in implementation of the WTO obligations;
- Support the Ministry of Foreign Trade and Economic Relations in implementing the CEFTA obligations;
- Support the Ministry of Foreign Trade and Economic Relations and other relevant institutions on issues related to the customs and trade statistics;
- Public awareness activities;
- The Contracting Authority is the European Union, represented by its Delegation to Bosnia and Herzegovina, on behalf of and for the account of the government of Bosnia and Herzegovina.

# Support to Social Partners in Social Dialogue



**Client:** Delegation of the EU to Bosnia and Herzegovina **Origin of funding:** EU

## Description:

The overall objective of this project is to support improvement of social dialogue in Bosnia and Herzegovina.

The purposes of the project of this contract are as follows:

- Support to social dialogue and social partners (employees, employers, governments) including legislation, collective negotiations and drafting the law on collective negotiations at the level of entities
- Provide for timely, proper and consistent implementation of new laws and policies through training for civil servants
- Assistance in implementation of the Action Plan once the Strategy for development of more enabling environment for growth and jobs in Bosnia and Herzegovina is produced and adopted
- Assist the different levels of government in developing a strategic framework for development of more enabling environment for jobs' creation in Bosnia and Herzegovina

Results to be achieved by the Contractor:

- The legal framework for social dialogue is amended by the governments at state and entities' level
- Involvement of social partners in policy making processes increased
- Greater social cohesion and improved community relations in BiH
- Strategic framework for development of more enabling environment for jobs' creation in BiH drafted and proposed to the decision makers for adoption, following wide public consultations

## Activities:

- Provide technical assistance in further development and strengthening of institutional mechanisms of the social dialogue at all government levels in BiH;
- Provide timely, proper and consistent implementation of the new laws and policies related to social dialogue through training for civil servants;
- Encourage and support local initiatives toward adoption of the governments' policies on improvement of social dialogue at all level;
- Build capacities of the target governments to implement their own policies on collaboration with social partners on all levels
- Link capacity building measures to systems and processes that allow for immediate application of skills and experience-based learning;
- Support and encourage local initiatives toward the adoption of a state government policy on co-operation with social partners;
- Support and encourage local initiatives toward the adoption of a strategic framework for development of a more enabling environment for social dialogue and more effective jobs' creation.

# Institutional and Capacity Building in the Employment Sector in Bosnia and Herzegovina



**Client:** Delegation of the EU to Bosnia and Herzegovina **Origin of funding:** EU - IPA

## Description:

The overall objective of the project is to strengthen human resources capacities and the make the labour market work more effectively, thus contributing to the overall development of the society and to the promotion to its economic and social cohesion. In particular, the project aims to improve the institutional capacities of labour market management and employment services delivery at a national, entity, and sub-entity level.

## Activities:

- Definition of a set of labour market indicators, based on existing data-bases and information system;
- Description of gaps and recommendations for improvement of the system;
- Development of employment policies at all levels, in close consultation with various social partners;
- Design of a performance monitoring system of labour market services established at all government levels;
- Mapping and summarising the qualitative and quantitative results of the Active Labour Market Measures implemented to date and analysing all lessons learnt;
- Development of an appropriate methodology for the effective monitoring and evaluation of labour market programmes at all government levels;
- Undertaking of an institutional mapping of all labour market programmes and functions, including recommendations for savings at all levels;
- Design and delivering of training programmes on strategic planning and programme budgeting policy within relevant institutions responsible for LME programmes.

# Building in the Capacity to Promote Exports and Develop the Export Base in Bosnia and Herzegovina



**Client:** Delegation of the EU to Bosnia and Herzegovina **Origin of funding:** EU - IPA

## Description:

The overall objective of the project was to improve Bosnia and Herzegovina's trade balance by increasing exports.

The specific purposes of the project were:

- To enhance the institutional capacities in BiH to develop export promotion strategies and policies;
- To develop the institutional capacities in BiH to engage in activities aimed to promote exports;
- To improve the competitiveness and export performance of companies, especially SMEs;
- To strengthen the sustainability of export promotion institutions and activities, through the development of appropriate knowledge, skills and networks, and through the allocation of appropriate resources for the implementation of export promotion activities.

## Activities:

- Support BHEPA staff to improve the scope and quality in the delivery of export promotion services and activities;
- Support to private sector companies to effectively undertake export development activities;
- Support to BHEPA to formulate and implement a strategy and operational plan for network development and network coordination for export promotion activities;
- Development of a coherent institutional structure for State-level export promotion with a clear allocation of functional responsibilities;
- Recommendations for changes to the institutional structures and arrangements aimed at enhancing the overall efficiency and effectiveness of the export promotion;
- Integrated Development Plans for resource requirements and priorities, institutional development programmes and budget requirements and financing options.

# Support to Maximise the Socio-Economic Effects of Sveto Brdo Mountain Tourism Resort for Lika – Senj County; Infrastructure Technical Documentation and Support for Labour Market and Supply Chain Development Activities



**Client:** Central Finance and Contracting Agency (CFCA) **Origin of funding:** EU – CARDS

## Description:

The overall objective of the project was to contribute to the sustainable return of refugees and to the general social and economic welfare of the Lika-Senj County, and to improve the competitive economic performance of Lika County by enhancing its market 'image' to attract further inward investments, improving its GDP and reducing unemployment.

## Activities:

- Organisation of an infrastructure working group workshop;
- Preparation of the necessary technical documentation;
- Conduction of a labour market and CVET analysis in Lika-Senj and Zadar County;
- Development of vocational education and training initiatives;
- Identification of financial means for structural adaptation of academic and/or vocational training and any priority equipment capital investment requirements and measures taken to secure budget allocation;
- Organisation of an awareness rising programme and development in support for co-operatives, associations of farmers, and tourism and wood processing businesses to enable them to secure supply contracts with the resort.

# Project Pipeline for IPA/EU Structural Funds

Croatia

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**Client:** Central Finance and Contracting Agency (CFCA) **Origin of funding:** EU - PHARE

## Description:

The overall objective of the project was to prepare the Croatian public administration for its effective participation in the EU Cohesion Policy.

Results achieved by the project were:

- Awareness of Structural Funds and Cohesion Fund opportunities on national and sub-national level increased;
- Project pipelines for the Structural Funds and the Cohesion Fund and Operational Programmes prepared;
- Enhanced capacities of the management structures and project beneficiaries at national and sub-national level in project preparation and implementation for the Structural Funds and Cohesion Funds.

## Activities:

- Awareness raising campaign on the opportunities arising from the ERDF and the future Integrated Regional Development Operational Programmes;
- Identification of grant schemes that follow from individual OPs;
- Development of the methodology for collection and evaluation of proposals for grant schemes;
- Preparation of calls for applications to specific grant schemes;
- Development of manuals and procedures on technical and financial management and a methodology for the supervision of grant schemes implementation;
- Delivery of training (training needs assessment, development of the training programme, preparation of training materials);
- Implementation of a train-the-trainers programme;
- Preparation of templates for public procurement procedures under Structural Funds and Cohesion Fund.

# Strengthening the Capacities of the Institutions to Manage and Implement Operational Programmes



**Client:** Delegation of the EU to the FYR of Macedonia **Origin of funding:** EU – IPA

## Description:

The overall objective of the project is to further strengthen the administrative capacity and the institutional framework of the country in order to achieve a sound and efficient management of the EU funds.

The project provides technical assistance to the respective Operating Structures and beneficiaries of EU financed projects in order to further strengthen their capacities for an effective and efficient management of EU financed programmes/projects. More specific, the project focuses on enhancing capacities in the monitoring and evaluation process, by understanding the concept of both processes, establishing and fostering the network of monitoring and evaluation officers, providing the necessary training, and ensuring an effective and efficient use of the EU funds.

## Activities:

- Developing curricula for monitoring and evaluation of EU external aid, in line with the EU PCM Guidelines;
- Reviewing and updating the existing Manual for Monitoring and Evaluation;
- Reviewing and updating the existing Manuals of Procedures for SPO on contract monitoring for Component I, with all annexes;
- Establishing a comparative analysis of the monitoring arrangements under each component and providing guidance on efficient and consistent IPA reporting;
- Providing on-the-job support to the OS in performing monitoring activities;
- Providing on-the-spot support to the NIPAC office, the CFCD, and the OS for the preparation of Sectorial Annual Reports on IPA Implementation;
- Giving guidance for improvement of the general donor coordination policy;
- Assisting the already established sector coordination framework for PBA and Sector Based Approach.

# Local Integration of Refugees, Internally Displaced Persons and Minority Groups



**Client:** CFCU of the Republic of Macedonia **Origin of funding:** EU - IPA

## Description:

The overall objective of the project is to enhance the state's administration and implementation capacities for further strengthening and supporting the local integration process and inclusion of the residential and/or non-residential displaced persons (refugees and internally displaced) and minority groups (Roma), as well increasing the sustainability of their reliance.

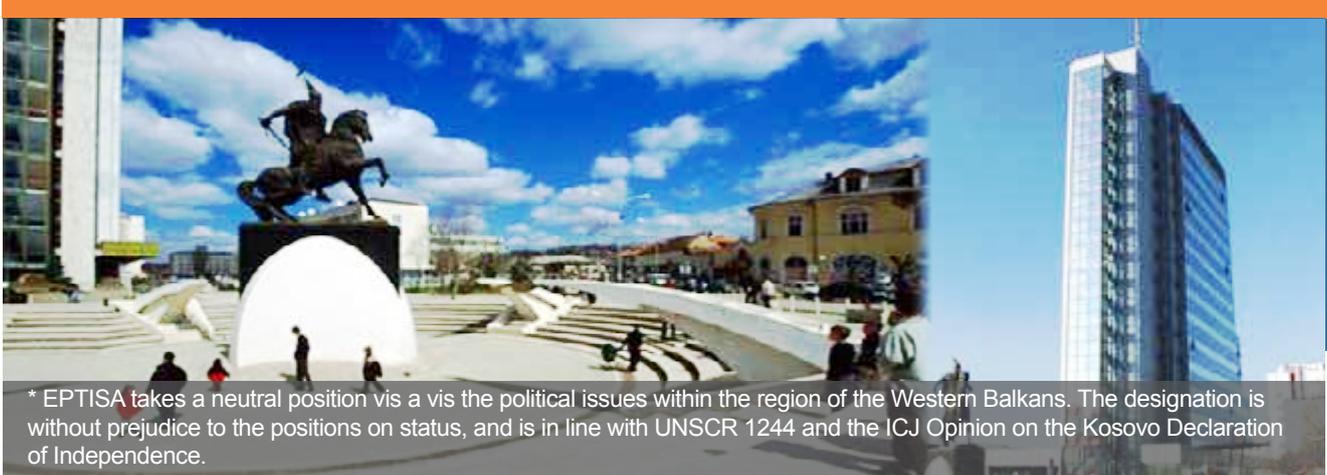
### Main objectives:

- Result 1: Implemented training plan for capacity building of relevant institutions on the Local Action Plans (LAPs) within the implementation of the Roma Strategy and Decade;
- Result 2: Enhanced capacity for all the relevant stakeholders for implementation of Roma Strategy and Decade and memorandum for cooperation with the municipalities;
- Result 3: Local Action Plans for Roma implemented.
- Result 4: Increased capacity of state institutions and policy makers to deliver integration policies and facilitate access to services;
- Result 5: Achieved economic sustainability;
- Result 6: Increased employability;
- Result 7: Gained experience and best practices in the area of refugee integration.

## Activities:

- A specific set of activities is devoted to the implementation of the Roma strategy and local integration of refugees, with particular focus at the local level as well as at the acquisition of knowledge on international experiences;
- Main Activity no. 1: Supporting the national institutional structure of the Strategy for Roma and Decade of Roma Inclusion;
- Main Activity no. 2: Supporting the local institutional structure for creation and implementation of Roma policies;
- Main Activity no. 3: Institutional Capacity Building and Access to Labour Market for refugees and IDPs.

# Incorporation of Publicly Owned Enterprises



\* EPTISA takes a neutral position vis a vis the political issues within the region of the Western Balkans. The designation is without prejudice to the positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

**Client:** EAR **Origin of funding:** EU - CARDS

## Description:

The overall objective of the project was to assist the Kosovo Trust Agency (KTA) to undertake corporate restructuring of 7 regional waste and 3 irrigation Publicly Owned Enterprises and in the preparation for an eventual economic market deregulation.

The process of Corporate Restructuring and Incorporation included the separation of core operating activities, where necessary, into wholly owned subsidiaries, or other suitable forms of structure.

## Activities:

- Design, development, and implementation of a series of trainings for beneficiary enterprises;
- Identification and listing of the relevant assets;
- Development, definition and implementation of the required Incorporation Plans (including Strategic and Businesses Plans);
- Elaboration of the necessary documentation for the Plan of Transformation and the new companies' charter, and assistance in its implementation in order to transform the enterprises into corporations;
- Carrying out the registration of the companies, ensuring that Certificates of Transformation and Registration are issued for Kosovo Registry for all utilities;
- Producing a Legal Due Diligence Report and other legal documents affecting the viability for lenders and other stakeholders.

# Support to Local Government

Kosovo\*

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\* EPTISA takes a neutral position vis a vis the political issues within the region of the Western Balkans. The designation is without prejudice to the positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

**Client:** ECLO **Origin of funding:** EU IPA

## Description:

The overall objective of this project was to support all the municipalities in Kosovo to advance in their reform and capacity building, all in the context of the ongoing decentralisation process. This included the improvement of managerial competences, in the delivery of public services, and in the dialogue with citizens at a local level, all in line with the European standards.

## Activities:

- Improving municipal performance and accountability;
- Reviewing the existing legislation for local government and drafting secondary legislation to complete the existing legislative vacuum;
- Setting up a pilot benchmarking system with clear performance indicators;
- Improving municipal service delivery;
- Promoting result-oriented and transparent municipal budgeting;
- Designing municipal development plans;
- Supporting the preparation of projects for the Municipal Infrastructure programme;
- Enhancing municipal inspection services;
- Reviewing and improving procedures of municipal inspectorates in line with the EU standards;
- Supporting inter-municipal cooperation;
- Assisting in the establishment of inter-municipal cooperation agreements;
- Full project management and backstopping.

# Business Environment Technical Assistance Project – BETA Municipal Business Centres



\* EPTISA takes a neutral position vis a vis the political issues within the region of the Western Balkans. The designation is without prejudice to the positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

**Client:** MTI and MLGA **Origin of funding:** World Bank

## Description:

The overall objective of the project was to reduce regulatory uncertainty and existing administrative barriers to starting and operating a business, and to harmonise business regulations and the licensing framework at the central and municipal level in order to improve the transparency and accountability of regulatory functions, administered by municipalities and the overall quality of service delivery to businesses at the municipal level.

Objectives were achieved through the establishment of Municipal Business Centres (MBC's) that integrate the implementation of enterprise regulations, guidelines, and the required services in municipalities in Kosovo.

## Activities:

- Conducting a needs assessment for the MBCs in terms of both staffing, capacity building, and technical infrastructure;
- Drafting municipal decisions necessary to establish the legal status of MBCs in the new system;
- Developing standardised operational procedures for MBCs for issuing permits and carrying out municipal inspections, and preparing a model Operational Manual;
- Selecting and training civil servants who will comprise the staff of MBCs;
- Providing business entities with comprehensive information about the requirements and procedures for obtaining licenses and permits related to the business life-cycle;
- Receiving applications and the required supporting documents from business entities for the issuance of permits, registering the documents, and passing them on to the relevant permit-issuing authorities;
- Accepting documentation for other relevant public authorities such as the Tax Administration, etc. if and where feasible.

# Regional Housing Programme in Four Western Balkans Countries (BIH, CRO, MNE, SRB) –TA for Formulating the Feasibility Reports and for Implementing the Country Housing Projects



Bosnia and Herzegovina, Croatia, Montenegro, Serbia

**Client:** Council of Europe Development Bank (CEB) **Origin of funding:** EU funds

## Description:

The overall objective of the Technical Assistance is to assist the Partner Countries in (1) finalising the preparation of the specific Country Housing Projects within the joint Regional Housing Programme, and (2) in their subsequent implementation so as to provide sustainable housing solutions in line with international best practices and to the benefit of those most in need.

The project aims at achieving the following results:

- Partner Countries are able to submit, within the agreed time frame, the respective CHP Feasibility Reports (CHP-FR) to CEB for acceptance;
- CHPs' sub-projects meet set eligibility criteria and other preconditions, and are ready for implementation;
- Partner Countries are able to submit the Grant/ Loan Requests in an appropriate form and manner for CEB's appraisal and allocation of funds;
- Necessary prerequisites and procedures are prepared so that the CHPs can be implemented in line with international best practices and to the benefit of those most in need;
- Local implementation capacity and competencies are built-up so that external technical assistance may be phased out rapidly - by the end of year 4 (four) at the latest.

## Activities:

- Support to the preparation of four specific Country Feasibility Reports and an Update of TA Concept for Phase II;
- Support to the Establishment of the PIUs;
- Production of a CHP Implementation Manuals and Templates;
- Provision of Training to PIUs and Implementing Institutions – Training in Financial Management, Procurement, Contract Administration and Monitoring;
- Provision of Tailor-made Residential TA to Support each Implementer's/PIU's Specific Capacity Needs: support in the preparation, design, pre-construction, construction and practical completion phases;
- Support to the RHP Regional Coordination Forum;
- Provision of Detailed Information and Data for Reporting on CHPs' Progress with Agreed Key Impact Indicators.

# Support to the social inclusion of the most vulnerable groups, including Roma, through more diversified community-based social services



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU

## Description:

The overall objective of the project is to support social inclusion policies and development of the range and quality of community-based social services for vulnerable and disadvantaged groups, including Roma.

The purposes of this contract are as follows: (1) Strengthen the institutional capacities at the national and local level to manage social inclusion policies across the country; (2) Develop Community-based Social Services for vulnerable groups; (3) Support the implementation of active inclusion initiatives for Roma population.

To meet these objectives, EPTISA, as a leading company in consortium with WYG, must achieve the following results: (1) Strengthening institutional capacity of the IPA Implementation Unit within the Ministry of Labour, Employment and Social Policy to manage grant schemes contributing to the implementation of relevant sector policies; (2) Supporting the grant recipients to implement EU-funded projects maximising efficiency and effectiveness; (3) Supporting national and local authorities in drafting and implementing strategies, as well as in formulating and implementing specific actions aimed at establishing and providing services to vulnerable groups in a community-based setting and (4) Improving the livelihood of Roma population through the implementation of active inclusion initiatives, implemented at the local and regional level across Serbia

## Activities:

- Assessment of available skills and training needs to strengthen the capacities of the IPA Implementation Unit of MoLESP on grant scheme management;
- Preparation and delivery of trainings on grant scheme management;
- Develop and implement a communication campaign;
- Support to LSGs in developing appropriate financial mechanisms to ensure full financial sustainability of piloted and established CBSS;
- Support to MoLESP to devise a methodology for the development and adoption of national instruments and standards for social services or cross-sector service;
- Assistance to staff in LSGs to prepare and adopt local decisions on CBSSs, in line with national strategies and MoLESP indicative policies; legal drafting of relevant bylaws;
- Support to the development of the database of licenced CBSS providers;
- Development and adoption of rulebooks for full implementation of Social Welfare Law;
- Support to the establishment of a coordination mechanism promoting Roma inclusion; Assessment of training needs to strengthen the capacities of relevant services (CSW) to formulate and implement measures aimed at the active inclusion of Roma people.

# Strengthening Media Freedom



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU

## Description:

The project aims at enforcing the freedom of expression, democratisation of media and application of EU standards in the media field. It will support implementation of the “Strategy for Public Information System Development in the Republic of Serbia by 2016” (The Media Strategy).

The technical assistance will support the Ministry of Culture and Information in drafting legal framework envisaged in the Action plan of the Media Strategy, as well as in the implementation of the newly harmonized legal framework through tailored trainings of key stakeholders (line ministries, regulatory and self-regulatory bodies, media industry and associations’ representatives, journalists, etc.) and monitoring of stages of implementation of the Media Strategy Action Plan. Moreover, the technical assistance will support the management of the Media Fund Grant Scheme of EUR 1,8 million envisaged for the development of investigative reporting in the domain of the rule of law. Grant scheme is designed to strengthen the freedom of expression and to improve professionalism of journalists and media professionals, and the target groups are local, regional and national print, broadcast and online media, news agencies, journalists and their professional associations.

## Activities:

- Support the work of working groups for media laws, provide expertise on harmonization with the EU framework envisaged in the Media Strategy, and provide the Ministry with final legislation material;
- Organize and conduct public consultations, workshops and study tours relevant to the new media laws;
- Produce 4 guidelines on implementation of harmonized media legislation and international practice;
- Develop and deliver tailor-made training programmes for different stakeholders (the Ministry of Culture and Information, regulatory and self regulatory bodies, judiciary, media industry);
- Provide recommendations for future actions in regard to increasing media literacy levels in Serbia;
- Launch two pilot campaigns;
- Assess impact of 2012 Media Fund Grant Scheme, monitor the implementation of the Grant projects and Provide assistance to the grant beneficiaries;
- Assist the EU Delegation with the implementation of the Grant Scheme (contract modification management, reviewing of reports, promotion ), Provide recommendations for future assistance to Media sector in Serbia.

# European Union Support for Improving the Living Conditions of Forced Migrants



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU

## Description:

The overall objective of the project is to provide assistance to the EUD and the beneficiary institution in implementation and monitoring of grant projects aiming at finding adequate living conditions and integration of forced migrants who choose to stay in Serbia while supporting the sustainable return of those wishing to return to Kosovo.

The purpose of the project is to provide assistance to the EUD and the beneficiary institutions in monitoring the implementation of the grant scheme following the Call for proposals and its three priorities:

- Grant scheme for Housing Solutions (to support the closure of the remaining collective centres);
- Grants scheme to the municipalities with adopted Local Action Plans (improvement of conditions for refugees, IDPS and readmitted persons in private accommodation);
- Grants to support sustainable return of IDPs to Kosovo.

Results to be achieved by the Contractor are:

- Provide support to the selected municipality for Local Action Plans;
- Support, follow-up and assistance in elaboration of technical and financial reports;
- Provide support for information sharing activities, promotion of the grant schemes;
- Provide assistance to Commissariat for refugees in implementation of the closure of CCs.

## Activities:

- Assistance to the grant beneficiaries throughout the implementation of the contracts;
- Support information sharing activities, promotion of the grants scheme and for rising awareness;
- Engineering monitoring;
- Assist in secondary procurement if needed;
- Preparation of risk assessments and monitoring reports (including early warning and irregularity reports if required) following the monitoring visits;
- Develop and monitor indicators of progress;
- Carry out ad hoc/spot checks where these are required;
- Assess interim and final reports;
- Further support to grant beneficiaries and the supervision of the preparation of final reports;
- Regular reporting to EU Delegation and the Commissariat for refugees;
- Assessment of the results;
- Coordination with related activities (e.g. social support measures accompanying housing projects, political dialogue such as Sarajevo process) and creation of synergies.

# Technical Assistance to the Serbian Authorities for the Management of pre-accession assistance



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU

## Description:

The overall objective of the project is to assist the Serbian administration to effectively manage EU pre-accession assistance in order to accelerate preparations for EU membership. The purpose of this project is sound financial management and absorption of the EU pre-accession funds within current and new financial perspective and strengthened capacity of the NAO/NF and Operating structures under decentralised management modality.

Results to be achieved by the Contractor:

- To bring NF, CFCU and other relevant institutions involved in the programming and implementation of the EU pre-accession assistance to higher level of management performance within Decentralised management system and to align with the requirements of the future financial perspective.
- Improved institutional capacity for management of IP A component V with regard to NF and IPARD Operating Structure, and in line with the financial perspective 2014-2020.
- Medium risk findings remaining after the conferral of management are addressed.
- Effective roadmap for the waiver of ex-ante controls under Decentralised management system and adequate capacities for the operations under extended OM in place.

## Activities:

- Support the relevant institutions in adjusting the decentralised management system in order to comply with the requirements of new EU financial perspectives;
- Consult on procedures regarding revised EU procurement rules (PRAG, BENE, FIDIC, Twinning Manual)
- Analyse medium risk audit findings and develop a detailed action plan to address them. Providing guidance and tools to the Government in its operational activities for effective functioning of management control system;
- Delivery of tailor- made trainings, study visits, on the job trainings, guidance and tools for staff in all relevant institutions operating under Decentralised Management;
- Create in-house pool of trainers for conducting the trainings to government staff;
- Support to the establishment of AFCOS;
- Review of legal basis and operational procedures for IPA V and update in line with new financial regulation;
- Review and update of Roadmap for Decentralised Management without the ex-ante controls of the European Commission;
- Support the procurement structures of the CFCU in effective execution of their functions under the EDM.

# Implementation of Anti-Discrimination Policies



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** IPA 2011

## Description:

The overall objective of the project is to increase ability of Serbian administration to implement Law on Prohibition of Discrimination, as well as other human and minority rights, equality and non-discrimination standards.

The project purpose is to provide technical assistance to the Office of Human and Minority Rights, State Administration and Local Self Government and other key institutions both at national and local levels, to coordinate, implement, monitor and promote anti-discrimination policies in Serbia, in line with EU standards and best practice.

Expected results are as follows:

- Result 1: Enhanced capacity of the MHMRPALSO /Directorate for HMR to implement and monitor anti-discrimination policy, promote tolerance, equality and diversity and prevent discrimination;
- Result 2: Strengthened institutional support to the victims of discrimination on national and local level;
- Result 3: Raised awareness of general public and specific target groups on the key aspects of anti Discrimination policy.

## Activities:

- Developing preventative and promotional measures related to antidiscrimination at local level, based on adopted local action plans and best practices from EU Member States;
- Support piloting of anti-discrimination measures at local level;
- Preparing recommendations for CPE's institutional, capacity and organizational settings and developing standardized procedures for the efficient work of the CPE;
- Providing on the job trainings for the CPE staff on application of standardized procedures;
- Monitoring of the implementation of Anti-discrimination Law;
- Develop training manual for CSOs for the provision of support to vulnerable groups on legal assistance in antidiscrimination cases;
- Assessment of legislative and strategic needs in the area of combating discrimination, including legislative analysis, analysis of comparative solutions and assessment of compliance with EU secondary legislations;
- Preparing and implementing project awareness raising campaign;
- Developing and implementing communications strategy for the promotion of antidiscrimination policies;
- Design and implement trainings for media representatives on antidiscrimination policies and ethical reporting.

# Support to National Investment Planning and Implementation



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU – CARDS

## Description:

The overall objective of the project was to support the socio-economic development of Serbia in line with EU standards by improving national public investment and budget planning.

The purposes of this project were:

- Improvement of national resource planning and allocation by enhancing the budgeting planning process;
- Support to the development of systems and capacities for sound policy and socio-economic analysis, underpinning expenditure planning;
- Development of sound procedures and capacities needed for the selection of national investment projects and programmes;
- Support in monitoring, evaluation, and reporting requirements related to programme budgeting.

## Activities:

- Strengthening the integration of the National Investment Planning and Programmatic Budgeting processes;
- Designing an Action Plan to develop the medium term public investment /capital budget planning;
- Improvement of the economic rationale for National Investment expenditure priorities;
- Enhancing the programmatic budgeting exercise;
- Development of the programme monitoring and evaluation capabilities in the Ministry of Finance to ensure the effectiveness of national public expenditure in the priority sectors;
- Institutional and Human Resource Capacity Building;
- Improvement of the capabilities and understanding of the Ministry of Finance and key line ministry staff regarding economic analysis, public investment planning, expenditure policy, project identification, project preparation, etc.;
- Development of policy recommendations to inform future support actions funded under IPA to improve the National Investment Planning and Budgeting Processes.

# Further Support for Implementation of a Decentralised Implementation System



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU - IPA

## Description:

The overall objective of the project is to support the Government of Serbia in developing its administrative and technical capacities in relation to the management of the Instrument for the Pre-accession (IPA) under a Decentralised Implementation System.

More specifically, the project:

- Provides support to the Serbian Government during the Stage 2 – DIS, preparation of the roadmap to DIS accreditation for Component III (Regional Development) and Component IV (Human Resources Development);
- Assists the Serbian administration to develop capacities in order to enable them to effectively implement IPA Components III and IV.

## Activities:

- Development of procedures and tools for DIS;
- Provision of advice, guidance, and tools to the CAO and NAO in setting up, modifying and resourcing necessary structures and entities which will form elements of Serbia's DIS and IPA system;
- Advising the NAO on the methods for establishing operations and integrity of the DIS system;
- Development of the effective procedures and tools in financial management and financial control required by DIS;
- Development of Organisational Structures and Human Resources;
- Capacity building;
- Coaching and support actions on system, procedures and tools for CAO, NAO, and SC;
- Training in financial management, financial control, and EC procurement procedures;
- Preparation of the Accreditation Packages for IPA Component III and IV;
- Support on Compliance Assessment and Conferral of Management.

# Supporting Access to Rights, Employment and Livelihood Enhancement of Refugees and IDPs In Serbia



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU - IPA

## Description:

The overall objective of the project is to assist the Serbian authorities in resolving the problems of refugees and IDPs through the provision of adequate support. In particular, the project aims at enhancing the capacities of unemployed IDPs to both obtain and retain employment within the social services sector.

## Activities:

- Completion of a training needs analysis based on experience and know-how gained through the “Social Innovation Fund”;
- Design, delivery and evaluation of training activities for relevant stakeholders at both State and local levels (based on accredited programmes for social assistance);
- Preparation of the technical documentation for a Call for Proposals for grants to municipalities within Serbia, based on clear criteria;
- Setting up a team of assessors for the evaluation of the Call for Proposals;
- Design and delivery of public announcements for the grant scheme (Call for Proposals);
- Support the follow-up and provision of mid-term and final monitoring for grant activities and funds in each of the selected municipalities in Serbia, and elaboration of the technical and financial reports;
- Development of a communication campaign and organisation of various visibility events to promote the supported community based social services.

# EU in Serbia Communication Network (EUINFONET)



**Client:** Delegation of the European Union to the Republic of Serbia **Origin of funding:** EU

## Description:

The overall objective of this contract is to raise public awareness about the EU, its values and policies and assist EU Delegation's public diplomacy activities.

- To meet this objective, Eptisa, as a leading company in consortium with Fund B92, must achieve the following results:
- Achieve a high level of visibility of the EU, activities and its assistance in Serbia;
- Provide accurate and interesting information about accession-negotiations process and integration into the EU aimed to increase the understanding of the EU and Serbia's EU integration among Serbian citizens and target groups, including but not limited to media, educational establishments, organizations, youth groups, libraries;
- Efficiently assist the EU Delegation in informing national and local media to ensure increased coverage in print and electronic media of EU news, activities of EU Delegation, EUIC and EUIP, and especially EU funded projects and success stories;
- Regular and well attended media-covered events to achieve the overall objectives throughout the country;
- Increase visits to user-friendly, operational and modern bi-lingual websites and social media presenting day-to-day work and activities of the EUD in Serbia, EUIC in Belgrade, EUIPs and other EU communication network partners;
- Raising awareness of the existence of the EUIC and EUIP activities and services in Belgrade and throughout the country, and establishing it as a venue for cultural, political, economic, etc. discussion and debates among experts, academics, journalists, civil society, etc.

## Activities:

- Full management of EUIC in Belgrade and EUIPs in Nis and Novi Sad, and their everyday activities/ defined services, attracting a high number of visitors;
- Promotion of EUIC in Belgrade as the main EU information in Serbia hub with integrated outreach activities organized also via EUIPs in Nis and Novi Sad;
- Support to media and maintenance of media relations through organization of press events, study/field trips, technical support to ensure media presence at events;
- Designing, organizing and supporting public events and thematic campaigns;
- Cooperation with media, authorities, libraries, civil society organizations, academia and opinion moulders to create synergies and multiply information to the public about the EU;
- Creation and timely distribution of stories and information products in English and Serbian to the media and Serbian citizens (press material, publications, leaflets, audio-visual products, feature stories); maintaining a regular EU News mailing service for the media and target groups;
- Online communication - content creation, editing, hosting, developing, daily updating and technical management of web and social media accounts, creation of new ones and promotion of all online profiles;
- Assisting and supporting the EUD by providing: interpretation/translation services, database production and mailing/contact lists, logistical and transportation arrangements, design and production of exhibition and promotional material and other technical support requested by the EU Delegation.

# TA for the Project to Improve Regional Economies and Local Development in Argentina



**Client:** National Institute of Industrial Technology **Origin of funding:** EU

## Description:

The overall objective of the project was to provide technical assistance to support the Argentine Government, via the National Institute of Industrial Technology, in improving the competitiveness of micro, small, and medium-sized enterprises in the less developed regions in the north of Argentina. The expert team provided services and technology transfer activities suitable for the needs and characteristics of the local companies. The technical assistance focused mainly on: renewable energy, environment, food, metallurgy, and textiles.

## Activities:

- Supporting the operations of centres for the transfer of technology in the provinces of North West and North East Argentina;
- Setting up a networks of Science and Technology organisations, the regional SME secretariat, municipalities, business chambers, and SMEs in North West and North East of Argentina;
- Supporting SME competitiveness;
- Supporting technology transfer in the following sectors: renewable energy, environment, food, metallurgy, and textiles;
- Designing and implementing sector intervention strategies for supporting SMEs;
- Developing and implementing measures for supporting small and medium-sized enterprise involvement in the international market;
- Developing quality-assurance systems in the production chains of SMEs.

# Programme to Relaunch Food Security – Decentralized Institutional Support in the Provinces De Benguela E Huila



**Client:** European Commission **Origin of funding:** European Commission

## Description:

The overall objective of the project was to reinforce the public services in the agricultural sector with regards to efficiency, efficacy, and sustainability, as well as to support the elaboration of coherent policies and strategies bottom-up.

The purpose of this project was to offer capacity building and training to the Provincial Directorate of the Ministry of Agriculture (DPAs) and the Agricultural Development Institute (IDAs) in order to improve food security of the population of these municipalities in a more efficient way.

The technical assistance aimed to support the public institutions linked to food security at provincial, municipal, and community level.

## Activities:

- Capacity building, training, and supporting the Municipal Administration involved in making participative analysis, planning of activities, budgeting, coordinating, implementing M&E systems and resources management (human, financial, and material);
- Capacity building and training of technicians working at different levels in the IDA and DPA's, with regards to appropriate agriculture techniques, including extension methods, commercialisation, and natural resources management;
- Support to the elaboration of municipal work plans and budgets for Food Security and implementation of the planned activities.

# Improvement of Work Conditions and Employment Creation in the Mining Regions of Bolivia (EMPLEOMIN)

Bolivia

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**Client:** Ministry of Mining and Metallurgy **Origin of funding:** EU

## Description:

The overall objective of this Technical Assistance was to provide strategic and operational support to the Project Management Unit to facilitate the achievement of the expected project outcomes:

- To contribute to the economic, social, and environmental development of Bolivia's mining regions;
- To generate job opportunities in Bolivia's mining regions by developing the artisanal mining sector and by diversifying economic activities, taking into account social and environmental responsibility;
- To promote initiatives, in accordance with the national and sectorial policies and with the local development plans, to improve work, competitiveness, and environmental conditions in the cooperative and artisanal mining sector and in other sectors of the mining regions of La Paz, Potosí, and Oruro;
- To set up a mining school to contribute to the improvement of the quality of the mining sector workforce.

## Activities:

- Strategic advice and support to the Ministry of Mining and Metallurgy and to the Project Management Unit (PMU) in all aspects related to the successful implementation of the project, and most specifically in the generation of employment opportunities in Bolivia's mining regions;
- Support to the PMU in transferring the knowledge on lessons learned and best practices acquired on the implementation of other projects in the mining sector, also taking into account complementary actions that contribute to the achievement of the project's goals;
- Support to the Ministry of Mining and Metallurgy, through the Coordination Committee, in fulfilling its leading role of multi-sector interventions in the mining regions;
- Support to the PMU in the implementation of planning, monitoring, and evaluation instruments with clear and adequate indicators and procedures;
- Support to the PMU in the application of EU procedures, especially in the management of budget-programmes and subsidy funds.

# Technical Assistance to the “The New Regions of Peace” Programme in Colombia



**Client:** Acción Social **Origin of funding:** EU

## Description:

The overall objective of the project “The New Regions of Peace” is to contribute to peace building and development in Colombia through the promotion of regional conditions that encourage a culture of peace, democracy, and rule of law, and to promote better living conditions and development opportunities for all citizens.

The specific objective is to promote peace-building initiatives aimed at reducing economic inequality and at mitigating the effects of political and social violence, promoting regional development based on principles of participation and democratic governance. Strategic areas targeted by the programme are the following: (i) sustainable socio-economic inclusion, (ii) lands and regions, (iii) local capacity building, institutional strengthening and social networking, and (iv) information and knowledge management.

## Activities:

- Provision of support for the planning, coordination, implementation, and monitoring of “The New Regions of Peace” Programme;
- Promotion of peace-building initiatives aimed at redressing socioeconomic and socio-political inequalities that generate violence, poverty, and social exclusion;
- Strengthening of democratic institutions and civil society in order to improve the levels of governance;
- Implementation and development of a communication strategy of the Programme to ensure its positioning and visibility;
- Conducting conflict sensitivity analysis;
- Supporting regional development initiatives;
- Strengthening the capacity of municipal governments and civil society for democratic and participative management and for local and regional development;
- Creating measures for reducing the level of social exclusion of the most vulnerable groups and involving them in the local and regional development process.

# Technical Assistance for the Preparation of the SWAP (Sector Wide Approach) Program in the Education Sector



**Client:** EU Commission **Origin of funding:** EU Commission

## Description:

The overall objective of the project was to support the government of the Dominican Republic in the improvement of the education sector and, especially, to establish, propose, and support the fulfilment of an Action Plan in the Education Sector and Public Finance that allows reaching the necessary conditions required by the European Union for a sector budget as a first phase in the implementation of a Sector Wide Approach Program.

## Activities:

- Strengthening of the organisational, managerial, and financial capacities of the different entities forming the education system;
- Enhancing the planning framework of the Sector Policy under the leadership of the Education State Secretary;
- Initiating a process for improvement of the quality in education, regarding contents and organisation;
- Establishing and operating an automatised Information, Monitoring, and Evaluation system including three sub-systems; School Statistics, Geographic Information for the education services, and Monitoring of Plans, Programs and Projects;
- Medium-Term Expenditure Framework approved by the Government and accepted by the donors;
- Improving the coordination and harmonisation of sector donors organised in the Education Sector roundtable.

# Institutional Support Programme for Regional Integration (ISPRI) - Dominican Republic / Caricom and EPA Negotiations



**Client:** ONFED (EC) **Origin of funding:** ONFED (EC)

## Description:

The overall objective of the project was to assist in the development of greater levels of trade and investment leading to higher levels of sustainable growth and, especially, to strengthen the Dominican Republic's capacity for a greater trade integration with its EPA partners, both in Europe and in the Caribbean region.

The expected results of the project were:

- Developed policies and achieved political consensus on regional integration and key trade matters that are realistic to achieve, maximising the benefits for the Dominican Republic;
- Enhanced capacity to implement EPA, DCFTA, and other trade related initiatives undertaken with EPA partners so that the Dominican Republic can take full advantage of the opportunities presented by these initiatives and agreements.

## Activities:

- Support to trade policy formulation and trade analysis;
- Support to the development of trade negotiation options in relation to EU and CARICOM;
- Provision of conditions for the implementation of the Dominican Republic-CARICOM Free Trade Agreement and the Economic Partnership Agreement by the Dominican Republic;
- Institutional strengthening;
- Financial analysis;
- Training and methodological support;
- Project analysis;
- Evaluation of relevant actors;
- Project management and backstopping.

# Prevention of Social Violence and Juvenile Delinquency



**Client:** European Union **Origin of funding:** European Union

## Description:

The overall objective of the project was to support the public administration to improve public security. In order to achieve this objective, the project focused on decreasing /mitigating the effect of risk factors and on developing social assistance for the people.

## Activities:

- Institutional strengthening of the main ministries involved in this sector, coordinating the relationships between public, private, and mixed organisations;
- Development of public information campaigns focused on the dissemination of information regarding new leadership structures and values to the juveniles;
- Employment and labour workshops for people in difficult situations, aiming to reduce unemployment rates;
- Improvement of young people education and elaboration of new educational offers through actions involving children, teenagers, teachers, and family of vulnerable groups, focusing on their social inclusion;
- Implementation of public information campaigns to make the society aware of the problem of juvenile delinquency and young gangs.

# International TA in Support of the Implementation of the PRÓJOVENES II Project



**Client:** European Union **Origin of funding:** EU

## Description:

The overall objective of PROJOVENES project was to promote social cohesion and to mitigate the risk factors of juvenile delinquency and violence in El Salvador.

The project included a series of actions that aimed at reducing the effect of the risk factors, as well as at reinforcing security among those less than 35 years old while, at the same time, helping to rehabilitate those already in conflict with the Law. These activities were carried out according to the National Justice, Security, and Coexistence Policy and to the the National Strategy to Support Local Governments in the Avoidance of Violence, with views to support and articulate the joint efforts made by the central Government, Municipalities, NGOs and other actors.

## Activities:

- Institutional strengthening of the main Ministries with responsibilities in violence prevention and rehabilitation in 14 municipalities of the metropolitan area of San Salvador;
- Integration of vulnerable groups into community life through the support to joint initiatives of CNSP, municipalities, and active communities;
- Improvement of economic opportunities for the young and families, through incentives to the private sector and the promotion of Corporate Social Responsibility, implementing vocational training workshops, and encouraging entrepreneurship;
- Revitalisation of spaces in the communities, supporting the construction and rehabilitation of various infrastructures.

# Technical Assistance Support Programme to Security and Justice Sector



**Client:** Executive Secretary of the Coordinating Body for the Justice Sector Modernization  
**Origin of funding:** EU

## Description:

The specific goals of the contract are to strengthen the institutional capacities of the Ministry of Trade and Industry (MTI) when it comes to analyzing, developing, and implementing trade, industry, and competitiveness policies; to dynamise and consolidate the coordination between public and private stakeholders; and to ensure the coordination and implementation of the different trade agreements and commitments.

To meet these objectives, Eptisa, as a leading company in consortium with ICON and ICCPG, must achieve the following results:

- Strengthened institutional capacity of the client and other beneficiary institutions.
- Support for the efficient implementation of the programme in accordance with the priorities defined.
- Support in the development and monitoring of tenders for the procurement of services, works and supplies.
- Support in carrying out activities in line with requirements for dissemination, communication and visibility.
- Support in the inter-sectorial coordination of activities throughout the duration of the project.

## Activities:

- Strengthening of the institutional capacities;
- Provide long and short term experts;
- Develop technical and methodological tools necessary for monitoring and internal evaluation;
- Support the transfer of knowledge to the beneficiaries;
- Support in the management and implementation of administrative, financial and accounting procedures;
- Contribute to promoting the participation of civil society in justice and security sector reforms;
- Assist in the inter-institutional coordination, planning of activities and monitoring of the program implementation ensuring that the strategic objectives are met;
- Support in planning of activities, preparation of financial estimations, periodic reports and other tools for the program implementation;
- Ensure compliance of all procedures (national or EU, as applicable) with respect to project funds;
- Support the design and implementation of monitoring mechanisms of the human, material and financial resources of the project.

# Technical Assistance for the Financial Management Support Project



**Client:** Ministry of Public Finance **Origin of funding:** European Commission

## Description:

The overall objective of the project was to improve public administration transparency and credibility through better coherence and efficiency in the public expenditure management.

The specific objectives of the project were:

- To support the planning, organisation, supervision, and implementation of all the Project activities in cooperation with the Ministry of Public Finance and other beneficiaries;
- To support the coordination with the governmental, non-governmental, and private institutions and bodies involved in the project.

## Activities:

- Design and delivery of training programmes;
- Institutional support through institutional strengthening and capacity building activities;
- Preparation of studies;
- Support in public expenditure management;
- Support in planning and budgeting activities;
- Support in the elaboration and implementation of financial strategies and policies;
- Coordination of public sector annual and multiannual plans and projects with the respective annual and multiannual budgets;
- Support to inter-institutional cooperation.

# TA to the Programme of Support to the Food Security National Policy and its Strategic Plan in Guatemala



**Client:** National Food Security Department and Ministry of Public Finance  
**Origin of funding:** European Commission

## Description:

The overall objective was to support the Government of Guatemala in the implementation of the Food Security National Policy Document (FSNPD), contributing to poverty alleviation, and reducing food insecurity and chronic malnutrition. The National Food Security Department, along with the Ministry of Finance, was responsible for the coordination of the programme.

The specific objectives of FSNPD were:

- Promotion of food availability by increasing the production of basic grains to contribute to the country's self-sufficiency in food;
- Promotion of education, information, and communication in food and nutrition, and exclusive breast-feeding;
- Improvement of coverage and quality of health, water and sewerage services, and hygiene in families and communities, in order to reduce chronic malnutrition;
- Institutional strengthening of the Food Security National System.

## Activities:

- Strengthening of the Food Security National System's planning, coordination, integration, and monitoring capacities for food and nutritional security interventions as well as the capacities of the institutions and Government officials;
- Institutional strengthening of the National Council for Food Security;
- Support to the formulation of proposals for the update of the Food Security National Policy Document (2013-2020);
- Improvement of the monitoring of food security indicators for the prioritisation of public expenditure;
- Support in the introduction of a system of targets and objectives and its respective monitoring and evaluation systems for assessing the performance indicators;
- Support in the production of periodical surveys for the monitoring and evaluation of the situation;
- Inter-institutional and donors' coordination;
- Implementation and monitoring of the communication and visibility plan of the Budget Support Programme.

# Technical Assistance to the Ministry of Trade and Industry Support Programme



**Client:** NAO, Ministry of Trade and Industry **Origin of funding:** EU – 10<sup>e</sup> EDF

## Description:

The specific goals of the contract are to strengthen the institutional capacities of the Ministry of Trade and Industry (MTI) when it comes to analyzing, developing, and implementing trade, industry, and competitiveness policies; to dynamise and consolidate the coordination between public and private stakeholders; and to ensure the coordination and implementation of the different trade agreements and commitments.

The results to be achieved are as follows:

- The MTI's capacities to coordinate political actions and trade strategies, and its leadership with respect to all stakeholders in the sector have been strengthened and legitimated.
- A tool for the follow-up and implementation of the commitments entered into within the framework of the European Partnership Agreement (EPA) and other trade agreements has been established at the MTI;
- The public-private dialogue that exists within the sectoral working groups and that is geared towards trade and investment strategic issues has been dynamised and consolidated under the guidance of the MTI.
- The MTI's communication strategy, particularly towards the private sector, has been designed, and its communication tools have been improved.
- The MTI, the Office of the National Authorising Officer and the European Union Delegation have been supported in the management and implementation of the programme

## Activities:

- Consultancy and capacities strengthening in trade policies and strategies;
- Consultancy and capacities strengthening in trade negotiation (action plan, reporting structures);
- Consultancy in the public-private dialogue (forums for consensus and awareness building);
- Communication (strategy, workshops and seminars, website);
- Management (short-term missions, administrative and financial follow-up, monitoring, technical and financial reports, systematization of experiences, visibility plan).

# TA for the Support Program to the Public Administration and the Regional Integration (SPARI)



**Client:** Chairmanship Secretary **Origin of funding:** EU funds

## Description:

The aim of the project is to provide technical assistance to support the State of Honduras in promoting a greater level of social cohesion by building state institutions and other organisations of civil society, directly or indirectly involved in implementing development strategies linked to reducing poverty, social protection and improving public finance management.

This technical assistance will aim to strengthen national institutions such as the Secretariats of the President, Agriculture and Livestock, Trade and Industry, Finance and Natural Resources and the Environment, Interior and Population, Social Development, Work and Social Security, as well as the Technical Secretariat for Planning and External Cooperation, ect. In addition, this technical assistance will provide specific support in implementing the Papsac budgetary support programme, starting in 2012, in order ensure competetivnes, and further strengthen the water and sanitation sectors.

## Activities:

- Consulting for the decentralization process development started by the Government of Honduras;
- Technical and legal consulting for the laws, norms, regulations and other regulating documents in the water and water treatment sector as for the quality of products;
- Elaboration of strategic and operational plans, as well as methodological manuals allowing a good operation of sector policies in those sectors;
- Determination of organizational structures and drafting of functioning manuals, of rules of procedures and documents in order to develop institutional and organizational capacities of the concerned institutions;
- Technical assistance for the communication and diffusion strategies, as for the social awareness campaigns about the priority policies in the concerned institutions;
- Support for institutions responsible for the implementation of budgetary support for the development of descriptive reports to be presented as support for claims of fixed and variable components, ensuring the presentation of proving documents;
- Strengthen the capacity of the Government of Honduras to compile process evenly, and periodically publish information-oriented decision making;
- Support the definition and enforcement of mechanisms and tools enabling the development of the Civil Service Act and its effective implementation.

# Institutional Strengthening Programme In Support Of The Government Of Nicaragua For The Establishment Of A Mid-Term Expenditure Framework (Mtef)



Nicaragua, Costa Rica, Guatemala, Honduras, El Salvador, Panama and Dominican Republic

**Client:** COSEFIN and member countries' Governments

**Origin of funding:** SECO - Swiss Secretariat for Economic Affairs

## Description:

The project aims at continuing the support to the institutionalisation of a Medium Term Expenditure Framework (MTEF) in Nicaragua while at the same time expanding the use of this multi-year budgeting tool to the other member countries of COSEFIN (Costa Rica, Guatemala, El Salvador, Honduras, Panama and the Dominican Republic).

In Nicaragua, the efficiency and effectiveness of public expenditure across 58 national government institutions will be improved through the implementation of a comprehensive planning and budget formulation process, allowing a better alignment of available resources with strategic priorities and the setting of realistic fiscal targets. This phase builds on the progress achieved since 2006, with emphasis now put on enhancing the monitoring and evaluation capacities of the public sector in general and the Nicaraguan Ministry of Finance in particular.

The regional component aims to meet the needs of COSEFIN and its member countries in improving their planning and budgeting systems through an effective adoption of MTEF. In this respect, assistance is focused on dissemination, training, diagnosis and mapping out of the implementation of MTEF systems amongst its member states while learning and being inspired by the Nicaraguan good practices in the subject.

## Activities:

- Strengthening of the institutional capacities;
- Provide long and short term experts;
- Develop technical and methodological tools necessary for monitoring and internal evaluation;
- Support the transfer of knowledge to the beneficiaries;
- Support in the management and implementation of administrative, financial and accounting procedures;
- Budget and Financial Analysis;
- Organisation and delivery of training seminars;
- Drafting of manuals and methodological guides;
- Support in planning of activities, preparation of financial estimations, periodic reports and other tools for the program implementation;
- Inter-institutional coordination;
- Development of a regional net-thinking system;
- Promoting regional technical workshops;
- Monitoring and reporting.

# Technical Assistance for the Integrated Program of Social Cohesion in Mexico – Lot 2 – Local Development

Mexico

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**Client:** Chiapas State **Origin of funding:** European Commission

## Description:

The overall objective of the Program was to strengthen social cohesion in Mexico through the implementation of public policies and institutional practices that improved the access and quality of basic services and public programmes in the social sector. The overall objective of Lot 2 was to provide technical assistance and services to establish and to implement an integrated participatory model for sustainable local development in the regions of the Selva and Sierra at Chiapas State, ensuring a better access and a better quality of the public programs aimed to encourage the local development in both areas.

The specific objective was to provide technical assistance, facilitation and support to all public institutions, communities, and target groups involved in the program, with the objective of establishing, implementing, and strengthening an integrated participatory model of sustainable local development.

## Activities:

- Supporting the design and implementation of public policies for participatory regional development, including human resources development, infrastructure upgrading, and environmental sustainability, through new practices and processes of regional planning promoting the social participation at a local, regional, and state levels;
- Strengthening of innovative and sustainable production systems, through the capacity building of producer organisations, family owned businesses, and social enterprises;
- Development and consolidation of production networks;
- Provision of professional services to design productive initiatives, technical assistance, training and support;
- Development of innovative and creative communication campaigns on the use of information technologies;
- Provision of support and advice in managing contracts and grants in accordance with EU rules;
- Advising on project management regarding the overall program planning and strategy, implementation, monitoring, and evaluation;
- Contracts and grants management;
- Information and visibility.

# Integrated and Sustainable Social Development Project in Chiapas



**Client:** Secretariat for Social Development of Chiapas State **Origin of funding:** European Commission

## Description:

The overall objective of the project was to reduce the pressure on the natural resources of Lacandona Forest and the overall environmental degradation in the region, and to reformulate and apply social development policies based on a participatory and viable regional development, in order to fight against the poverty in the beneficiary region.

The specific objective was to introduce practical reference models and best practices for sustainable, social, and regional development in the 16 micro-regions of the Lacandona Forest in Chiapas State.

## Activities:

- Training in regional conflict resolution techniques;
- Intercultural diffusion methods;
- Systematisation of experiences in planning and participative regional development;
- Diagnosis of production systems;
- Management of systems for agriculture, forestry, and livestock;
- Management of systems for tropical forest;
- Support to the intensification of coffee production;
- Support to the economic viability of production projects;
- Promotion Fair Trade policies;
- Systematisation of experience in systems for sustainable agricultural production and commercialisation of agricultural and livestock products.

# Monitoring the Support Programme to Literacy and Adult Education Strategy



**Client:** EU Delegation to Morocco **Origin of funding:** European Commission

## Description:

The overall objective of the project was to improve the economic, social, and political participation of the most disadvantaged population and the preparation for the future sector evolution towards the linkage to vocational education and the development of the employment sector.

The specific objectives of the T.A. were:

- To significantly increase durable effects of the trainings;
- To prepare educational, professional, and economic prospect for the beneficiaries (especially between 16 and 35 years old);
- To adapt the logical framework to the needs of the beneficiaries;
- To improve, at a central and regional level, the stakeholders' capacity to implement the sector policy and to understand the policy impact in the context of decentralisation.

## Activities:

- Short term monitoring mission;
- Indicators assessment;
- Development, management, and evaluation of VET programmes;
- Development of the new VET curricula with special aim to support a decrease in illiteracy ratios among adult population, and their inclusion into the labour market;
- Support development of VET sector policy;
- Reporting and advising;
- Programme monitoring and evaluation;
- Project management and backstopping.

# Institutional Support Program for the Development Policies in Nicaragua



**Client:** Ministry of Agriculture and Forestry **Origin of funding:** EU funds

## Description:

The overall objective of the project is to improve capacities of public institutions in Nicaragua in public policies development, coordination, implementation and monitoring.

The specific objectives of this contract are:

- Advise the Magfor, MIGOB, rural sector institutions and the project monitoring committee on project programming, management and monitoring in accordance with the financing agreement and with the management procedures of the European Union.
- Support the DEU and the beneficiary institutions in the planning and financial and administrative management of the project, procurement of goods and services, monitoring and supervision, and preparation of technical and financial reports as required by established management procedures;
- Support the development of capacities in the institutions involved in the project to define, implement, monitor and evaluate the policies under their responsibility, within the framework of activities under this project;
- Provide strategic and technical advice in various fields of expertise related to planning and budgeting, and strengthening the institutions involved.

## Activities:

- Provide Technical Support to the MAGFOR, MIGOB and the Monitoring Committee and the Rural Sector institutions during the periodic planning process of activities, the budget preparation and the project executions report preparation;
- Facilitate technical audit to the MAGFOR, MIGOB and the Monitoring Committee and the Rural Sector institutions in the tendering procedures for the procurement and contracting of goods and services for the project, in conformity with EU procedures;
- Draft the ToR of the different tenders, provide training, facilitate participative planning processes, organize seminars, design methodological and informatics tools, design and implement a communication strategy realize test;
- Provide technical support to the MAGFOR, MIGOB and the Monitoring Committee and the Rural Sector institutions for the monitoring and supervision of the project components execution,
- Ensure the diffusion of the project results, with respect for the Communication and the Visibility Manual on foreign activities from the European Union.

# Institutional Strengthening of the Penitentiary System of the Republic of Panama



**Client:** European Union **Origin of funding:** European Commission

## Description:

The overall objective of the project was to consolidate the Rule of Law in Panama, and to improve the human rights conditions of the convicts.

The specific objective was to improve the penitentiary system in Panama so that it efficiently serves with its two main functions: to guarantee the internal security within the penitentiary centres, and the rehabilitation and re-socialisation of those deprived of liberty.

## Activities:

- Institutional Strengthening and Training;
- Capacity Building;
- Development of coordination mechanisms of the various institutions involved in the penitentiary system;
- Public awareness campaigns.

# Institutional Strengthening and Modernisation of the Justice System of the Republic of Panama



**Client:** EU Delegation **Origin of funding:** European Commission

## Description:

The overall objective of the project was to contribute to the strengthening of the Rule of Law by improving the Justice Administration and its daily relations with the citizens.

Specific objectives of the project were:

- Institutional strengthening to support the modernisation of the Judicial System in the Republic of Panama;
- To improve quality, efficiency, and transparency in the delivery of the justice-related services for the benefit of the citizens.

## Activities:

- Supporting of a transparent and efficient administrative structure of the Judicial Bureau through a system that can speed up the deadlines of process workflow, and that increases the amount of resolved cases and the judicial resolution rate, reducing also the average time required for judicial resolution;
- Improving the Judicial Bureau, customised according to the needs of the citizens, which allows the improvement in the management of judicial processes;
- Establishing a transparent and independent judiciary by drafting a Regulation that included the new processes and a suitable selection system for the appointment of judicial staff and for the access to the judiciary;
- Improving mechanisms for the public access to the Justice Administration through strengthening, among others, of the Public Defender Service and the Citizens Assistance Service.

# Monitoring and Learning Facility (MLF) for the Programme to Support Pro-Poor Policy Development (PSPPD) in South Africa



**Client:** The Presidency, Republic of South Africa **Origin of funding:** European Union

## Description:

The overall objective of the project was to establish and to maintain a Monitoring and Learning Facility (MLF), as part of the Programme to Support Pro-Poor Policy Development in South Africa (PSPPD), which aimed to enhance the capacity development and training amongst researchers, academics, and policy makers in the government, responsible for addressing poverty.

## Activities:

- Support the capacity building of policy makers and researchers in South Africa to conduct evidenced-based policy analysis on poverty;
- Organisation and implementation of study tours and training courses (policy makers/researchers);
- Support the evaluation system of the PCAS for improving the impact analysis of governmental policies and programmes in line with the Government's wide system of monitoring and evaluation;
- Development of tools and methodologies to assist policy makers and researchers in future monitoring and evaluation;
- Develop capacity amongst policy-makers and researchers in utilising the developed monitoring and evaluation system and tools;
- Create and maintain a knowledge management system including the information developed through the PSPPD, as well as any other information related to Pro-Poor policy development.

# Social Reconstruction in Vargas State



**Client:** Corpovargas **Origin of funding:** European Commission

## Description:

The overall objective of the project was to improve the life standards of the population settled in Parroquia Catia La Mar and to reduce the vulnerability of people and goods towards the threats derived from hydro-geological processes, as well as to assure the environmental improvement through an increase and development of drainage infrastructure and the collection of trash in the intervention area.

The project was composed of two main components: disaster prevention and social reconstruction.

## Activities:

- Structural prevention that includes construction of dams, sewerage systems, bridges, and breakwaters;
- Non-structural prevention, including the installation and starting of a hydro-climatic monitoring system, together with an early warning system;
- Social reconstruction, particularly focused on environmental drainage through the installation of a collection system for wastewater and rainwater and through the construction of collectors and the establishment of a solid waste management system;
- Implementation of information campaigns to improve civil society participation and the promotion of non-structural prevention systems;
- Construction of environmental infrastructure.

Together for a better future



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