ANNEX C1: Twinning Fiche[1]

Project title: Digital Transformation of the Ministry of Sport — Sports Information System (SISMS)

Beneficiary administration: Ministry of Sport of the Republic of North Macedonia

Twinning Reference: MK 24 IPA OT 01 26

Publication notice reference: **EuropeAid/188136/DD/ACT/MK**

EU funded project

TWINNING TOOL

[1] In case of different language versions of the Twinning Fiche it must be clearly indicated which language version prevails.

1. Basic Information

1.1 Programme: [KS(1.1]EU Integration Facility; Annual action plan in favour of North Macedonia for 2024; CRIS IPA III/ 2024 /045-609; OPSYS ACT-62395 (JAD.1354913) (direct management)

1.2 Twinning Sector: Public Administration Reform; Digital Transformation and E-Governance; Sports Governance.

1.3 EU funded budget: EUR 1,000,000

1.4 Sustainable Development Goals (SDGs):

SDG 16 (Peace, justice and strong institutions);
SDG 3 (Health and well-being);
SDG 9 (Industry, innovation and infrastructure);

2. Objectives

2.1 Overall Objective(s):

To contribute to improved governance, transparency and accountability of the sports sector in the Republic of North Macedonia, in line with the national Public Administration Reform Strategy 2023–2030, the National ICT/Digital Transformation Strategy 2023–2027 and EU accession priorities under Cluster 3 (Chapter 10), ultimately improving the quality of public services delivered to citizens, sports clubs, federations and athletes.

2.2 Specific objective:

To strengthen the efficient management and procedures of the Ministry of Sport, including operationalisation of procedures of the Sports Information System (SIS) for management of sports organisations, sports infrastructure and capital investment programmes.

2.3 The elements targeted in strategic documents:

- EU Enlargement Policy under Cluster 3 — Competitiveness and Inclusive Growth (Chapter 10);
- National Public Administration Reform Strategy 2023–2030;
- National Digital Transformation Strategy 2023–2027;
- Law on Sports (Official Gazette No. 88/2008 and subsequent amendments), Chapter IX, Article 68;
- EU Digital Decade objectives;
- Erasmus+ Sport Programme.

3. Description

3.1 Background and justification:

The Ministry of Sport of the Republic of North Macedonia plays a central role in the development, regulation and promotion of sport at national level. Recent amendments to the Law on Sports have significantly expanded the Ministry's mandate, including enhanced oversight of sports organisations, management of state-owned sports facilities of capital importance, and coordination of capital investment projects.

The Ministry of Sport is a newly established ministerial-level institution, succeeding the former Agency for Youth and Sports and elevated to full ministerial status in order to carry the broader strategic, regulatory and operational responsibilities of the sector. The expanded mandate mentioned throughout this Fiche is therefore the direct consequence of this institutional upgrade, which brings with it new obligations in sports governance, oversight of state-owned sports facilities, coordination of capital investment programmes and administration of national sports policies.

Despite this expanded mandate, the Ministry currently relies on fragmented, partially manual and outdated information systems. Core administrative functions — registration and monitoring of sports organisations, facility management and tracking of capital investments — are supported by disparate databases, paper-based records and standalone tools that are not interoperable. This limits institutional efficiency, weakens data reliability and constrains evidence-based planning, monitoring and reporting.

Article 68 of the Law on Sports establishes a clear legal obligation for the Ministry to create and manage a comprehensive Sports Information System covering sports organisations, facilities, professional staff, results and public investments. To date, this obligation has been only partially fulfilled, creating a structural gap between legal requirements and administrative practice.

At EU level, the European Commission's annual reports under Cluster 3 (Chapter 10) highlight the need for candidate countries to strengthen digital governance in order to lead the digital transformation of the country. Establishing a modern Sports Information System is therefore both a national reform priority and a contribution to EU accession requirements.

The Twinning project is justified as a targeted intervention to close the gap between the Ministry's expanded mandate, legal obligations and administrative capacity. By transferring expertise from EU Member State administrations, the project will strengthen the efficient management and procedures of the Ministry of Sport, including operationalisation of procedures of the SIS for management of sports organisations, sports infrastructure and capital investment programmes.

The expected benefits of the action reach well beyond the Ministry itself. The project will directly improve the quality of services provided to approximately 500 registered sports clubs and 55 national sports federations, and indirectly benefit the estimated 150,000+ registered athletes, coaches and sport professionals, as well as the general public using sport facilities and programmes financed by the State. Transparent, data-driven management of capital investments in sports infrastructure will also safeguard public funds and support a more equitable territorial distribution of sport opportunities across the country.

3.2 Ongoing reforms:

The project is embedded within the broader framework of public administration reform and digital transformation in North Macedonia. Government efforts to modernise public institutions through e-governance, interoperability and digital service delivery are coordinated by the Ministry of Digital Transformation. The Ministry of Sport is an active participant in this reform process and seeks to align its internal systems with the national interoperability platform and the central e-services portal.

The project complements ongoing reforms by providing sector-specific expertise and practical solutions tailored to the governance and operational needs of the sports sector, while contributing to EU recommendations on administrative capacity, digital governance and long-term ICT strategy.

3.3 Linked activities:

Include basic information on (EU or other donors') assistance already provided and/or still available in the medium-to-long term. Describe current or previous EU activities in this area, showing any connections with each other and this project, and indicate how the Twinning project can contribute to the implementation of agreements and/or cooperation frameworks with the EU. Also briefly describe relevant activities currently being undertaken by other parties, such as the government, private sector, civil society or international financial institutions (IFIs).

Briefly describe if ongoing horizontal public administration reform (PAR) efforts in the country and whether they are supported by the EU or other donors. Describe specifically how the policy (and legislative) development is being addressed and what are the requirements for impact assessments (regulatory, budgetary) and inter-ministerial and public consultations.

3.3 Linked activities

The project complements national digitisation efforts, including the national interoperability platform and the expansion of electronic public services. SIS will be designed to integrate with these platforms, ensuring consistency with horizontal digital governance reforms.

At EU level, the project will strengthen the Ministry's ability to participate in Erasmus+ Sport and other EU programmes by improving administrative, reporting capacities, as well as compliance mechanisms. The project is also linked to national programmes for capital investment in sports infrastructure by introducing digital tools for project monitoring and facility management. The Twinning project will enhance transparency, accountability and efficiency of the Ministry, including the management of the funding.

The Sports Information System (SIS) is designed as an integrated, web-based management information system of the Ministry of Sport. Its core modules will include: (i) the national register of sports organisations (clubs and federations), with status, legal information and reporting; (ii) management of state-owned sports facilities of capital importance (mapping, legal status, maintenance, use); (iii) planning, monitoring and reporting of capital investment projects in sports infrastructure; and (iv) reporting and analytics generating structured statistics on participation (by sport, gender, age group and region), infrastructure use and condition, public financing and territorial distribution of sport. The SIS will be interoperable with the national interoperability platform and the e-services portal, and will be hosted on national ICT infrastructure provided through a separate PRAG supply contract.

3.4 List of applicable *Union acquis*/standards/norms:

The project is aligned with the following EU principles, standards and policy frameworks:

- EU policies on digital government and interoperability;
- Data protection principles in line with the GDPR (Regulation (EU) 2016/679);
- EU Digital Decade objectives on public service digitalisation (Decision (EU) 2022/2481 establishing the Policy Programme "Path to the Digital Decade" to 2030);
- EU Work Plan for Sport 2024–2027 (integrity, social and economic dimension, participation);

- EU sport policy of the European Commission (DG EAC) on good governance and transparency;
- Objectives of the Erasmus+ Programme 2021–2027 (sport strand), Regulation (EU) 2021/817;
- EU enlargement requirements under Cluster 3 — Competitiveness and Inclusive Growth, Chapter 10.

The system will respect national legislation and ensure compatibility with EU standards, supporting future alignment with the Union acquis.

3.5 Components and results per component

The project is structured around two interrelated components. Each component delivers one Mandatory Result, broken down into a set of Sub-results detailed in the Simplified Logical Framework Matrix (Annex C1a). This architecture ensures a clear link between activities, outputs, Mandatory Results and the Specific Objective.

Component 1 — Institutional and functional analysis

Component 1 delivers two linked streams of work. First, it performs an institutional and functional assessment of the Ministry of Sport — including existing administrative capacities, ICT infrastructure, data flows and procedures — and defines the functional, technical and organisational requirements for operationalising the SIS. Second, it drafts the core manuals of procedures and Standard Operating Procedures (SOPs) through which the Ministry will manage sports organisations, sports facilities and capital investments once the SIS is in place.

This component assesses existing administrative capacities and processes of the Ministry of Sport, including the ICT infrastructure, data flows and procedures. Furthermore, it defines the functional, technical and organisational requirements for implementation of SIS, including the management and coordination of sports federations, sports infrastructure and capital investment programmes.

Expected results:

- In-depth assessment of current processes, systems and data management practices;
- Gap analysis of legal, technical and organisational frameworks;
- Final Report that includes assessment and recommendations for establishment of administrative, technical and organisational procedures of the Ministry of Sport, drafted.

Component 2 — Capacity building and sustainability

This component establishes the procedures and capacity building of the Ministry of Sport through design of procedures, manuals, digitalisation of processes, governance arrangements, trainings, study visits, as well as effective use of SIS.

Expected results:

- Strengthened institutional capacity of the Ministry of Sport to independently operate, maintain and further develop the system.
- Developed procedures and governance arrangements for the implementation of the Sports Information System (SIS) in management of sports federations, sports infrastructure and capital investment programmes.
- Developed manuals and operational guidelines, formally endorsed by the Ministry of Sport.

- Developed monitoring framework for SIS performance and use.
- Established institutional and financial sustainability arrangements for the operation and maintenance of SIS beyond project completion.

3.6 Means/input from the EU Member State Partner Administration(s)*:

The project will be implemented through expertise provided by one or more EU Member State Partner Administrations. The precise organisation of work, sequencing and methodological approach will be proposed by the Member State(s) in their offer, in line with the objectives and components of this Twinning fiche.

The interested EU Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potentially designated Component Leaders-(CLs).

The arrangements for the deployment of experts shall remain sufficiently flexible to allow Member States to demonstrate their comparative advantage and sector-specific expertise. The expertise provided shall combine strategic guidance, operational support and capacity building. While public administration expertise is expected to constitute the core of the Twinning input, limited and justified involvement of private sector experts may be foreseen where specialised technical knowledge is required, in accordance with Twinning rules.

3.6.1 Profile and tasks of the PL:

Qualifications and skills:

- University degree, or equivalent professional experience of 8 years;
- At least 3 years of relevant experience in the field of digital transformation, public sector ICT and/or sports governance;
- Fluency in written and spoken English;
- Prior experience in EU-funded projects is an asset.

Tasks:

- Conceive, supervise and coordinate the overall Twinning project;
- Coordinate the work and availability of Member State experts;
- Maintain permanent contact with the BC PL counterpart;
- Co-chair the Project Steering Committee meetings;
- Ensure overall quality and timely delivery of project outputs.
- Preparation and signing of rolling work plans, interim, quarterly and final report.

3.6.2 Profile and tasks of the RTA:

Qualifications and skills:

- University degree, or equivalent professional experience of 8 years;
- Minimum 3 years of professional experience in public administration, digital governance and/or ICT system implementation;
- Fluency in written and spoken English;
- Strong coordination, communication and team management skills.

Tasks:

- Day-to-day management and coordination of project implementation in the Beneficiary administration;
- Coordination of short-term experts and supervision of mandatory results delivery;
- Maintain close cooperation with the RTA counterpart and Beneficiary management;
- Reporting and contractual management of the Twinning project

RTA Assistant and translator/interpreter:

The RTA will be provided with a full-time RTA assistant acting as an assistant for technical and organizational matters. The role of RTA Assistant is to assist the RTA in the project management. In addition, the assistant will be responsible for organization of meetings, seminars etc. and their logistics, as well as interpretation and translation if needed. He/she will be contracted according to Twinning rules and paid from the Twinning budget. The assistant will be selected through an open call.

Full time translator/interpreter:

The full-time translator / interpreter will be involved in all necessary project activities (training sessions, translation of project documents/reports and materials, organizational activities, etc.). The role of the translator/ interpreter will be to provide translation and editing as well as interpretation services to the twinning project in general. He/she shall be selected through an open call and will be contracted according to the twinning rules and paid from the Twinning budget

3.6.3 Profile and tasks of the CL (Component Leaders)

Component 1

Profile:

- University degree in public administration, law, digital governance, information systems or equivalent professional experience of minimum 8 years in a field related to public administration reform and/or digital transformation;
- Minimum 3 years of professional experience in institutional/functional analysis of public administration bodies, digital governance, or design of public sector management information systems;
- Fluency in written and spoken English;
- Prior experience in implementation of international and/or EU funded projects in the relevant area will be considered as an asset.

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting training programs, information and dissemination seminars with various stakeholders;

- Drafting thematic/ technical contributions and documents relevant for the results of the component, in close cooperation with the BC counterparts and other project experts;
- Timely proposals for any corrective measures;
- Provision of legal and technical advice and analysis whenever needed;
- Liaise with MS and BC PLs and contacts with RTA and BA counterpart.

Component 2

Profile:

- University degree in computer science, software engineering, information systems, ICT or equivalent professional experience of minimum 8 years in the ICT / digital transformation sector;
- Minimum 3 years of experience in ICT system development, systems integration or deployment of management information systems in the public sector, including interoperability with national e-government platforms;
- Prior experience in implementation of international and/or EU funded projects in the relevant area will be considered as an asset;
- Fluency in written and spoken English;

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting training programs, information and dissemination seminars with various stakeholders;
- Drafting thematic/ technical contributions and documents relevant for the results of the component, in close cooperation with the BC counterparts and other project experts;
- Timely proposals for any corrective measures;
- Liaise with MS and BC PLs and contacts with RTA and BA counterpart.

3.6.4 Profile and tasks of the STEs (Short Term Experts)

The proposed STEs must have proven contractual relation to the public administration or mandated body as per the Twinning Manual provisions. STE profiles shall be relevant to the three components of the project — institutional and functional analysis, Sports Information System (SISMS) design and deployment, and capacity building — and may include, but are not limited to, ICT architects and developers, database specialists, interoperability and data-protection experts, business/functional analysts, trainers and change-management experts.

Profile:

- University degree in a discipline relevant to the assigned component (e.g. computer science, software/systems engineering, information systems, public administration,

digital governance, sport governance) or equivalent professional experience of at least 8 years;

- At least 3 years of working experience in areas relevant to the specific assignment (activity or sub-result), preferably including experience with sport governance, digital transformation of public administration or the design/deployment of Sports Information Systems or equivalent public-sector management information systems;
- Be fluent in English, both oral and written;
- Good skills in reporting and communication.

Tasks:

- Prepare and implement specific tasks based on practical cases and experience in compliance with their mission description and in accordance with Project activities;
- Provide practical advice to relevant staff for execution of different tasks related to the project;
- Assist in key tasks, e.g. in the field of revision of by-laws and development and revision of procedures
- Preparation and reporting work, before and after missions to the Beneficiary country and address cross-cutting issues.

4. Budget

Twinning Contract	Total (EUR)	IPA Community contribution		National Public contribution	
		EUR	%	EUR	%
	1 000 000	1 000 000	100	/	/

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):

The European Union Delegation to the Republic of North Macedonia is the Contracting Authority responsible for tendering, contracting and financial management of the project, in accordance with EU rules and procedures applicable under IPA III.

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5.2 Institutional framework

The Beneficiary administration of the project is the Ministry of Sport of the Republic of North Macedonia. The Ministry will coordinate the units responsible for:

- digitalisation and information systems,
- legal and regulatory affairs, and
- management of sports facilities and capital investment programmes.

The Ministry of Sport will ensure internal coordination among the involved departments and will coordinate, where relevant, with the Ministry of Digital Transformation to ensure interoperability and consistency with national e-government initiatives.

5.3 Counterparts in the Beneficiary administration:

The Project Leader and Resident Twinning Adviser counterparts will be designated from within the staff of the Ministry of Sport. They will be actively involved in the management, coordination and monitoring of the project and will ensure ownership and sustainability of results.

5.3.1 Contact person:

Name: Aleksandra Dichevska

Position: Advisor for International Cooperation and EU Projects

Institution: Ministry of Sport of the Republic of North Macedonia

Address: Str. Dame Gruev No. 3, 1000 Skopje, Republic of North Macedonia

5.3.2 PL counterpart

Specify the name, official position and postal address of its institution, (no contact details of the person)

BC Project Leader :

Name: Aleksandra Dichevska

Position: Advisor for International Co-operation / National coordinator of European week of sport

Institution: Ministry of Sport of the Republic of North Macedonia

Address: Str. Dame Gruev No. 3, 1000 Skopje, Republic of North Macedonia

5.3.3 RTA counterpart

Institution: Ministry of Sport of the Republic of North Macedonia

Address: Str. Dame Gruev No. 3, 1000 Skopje, Republic of North Macedonia

6. **Duration of the project**

The implementation period of the Action will last **18 months.** The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation of the Action.

7. Management and reporting[2]

7.1 Language

The official language of the project is the one used as contract language under the instrument (English / French). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twining: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The achievements of the project — from component-level results to overall impact — are designed to become a permanent part of the Beneficiary's institutional framework and operational practice. Sustainability will be ensured through institutional ownership, capacity building, integration into existing administrative structures and long-term budget planning.

Institutional sustainability

The Ministry of Sport will assume full ownership of all project outputs, including SISMS defined procedures. Clear internal responsibilities will be defined for system administration, data management and maintenance. Standard operating procedures developed under the project will ensure consistent use across departments. Staff will be trained in data analysis, reporting and evidence-based decision-making, reinforced through on-the-job training.

Policy and regulatory sustainability

Where the project contributes to sector policies or implementing regulations, sustainability will be ensured through alignment with national legal and strategic

[2] Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

frameworks and supported by appropriate preparatory analysis. Consultations with internal and external stakeholders — including federations and relevant public institutions — will be carried out in accordance with national legislation and adequate time will be allocated for validation.

Financial sustainability

The Ministry of Sport will plan and secure the financial resources necessary for sustaining results through national budgetary mechanisms. Operational and maintenance costs related to SISMS — hosting, updates, technical support — will be integrated into the Ministry's Medium-Term Budgetary Planning (MTBP), ensuring continued functionality beyond the lifetime of the project without reliance on external funding.

Long-term sustainability is further ensured through three mutually reinforcing arrangements. First, the manuals of procedures and SOPs delivered under Component 1 are embedded in the Ministry's internal regulatory framework and continue to be applied regardless of staff turnover. Second, an in-house SIS administrator and data-protection focal point are designated during the project, with knowledge transfer secured through training-of-trainers and comprehensive technical documentation. Third, a maintenance, back-up and incident-response arrangement with the national ICT infrastructure provider (MARNET) ensures continuity of hosting and support of the SIS environment well beyond the end of the Twinning project.

Dissemination and long-term impact

Project results will be disseminated within the Ministry and to other public institutions and stakeholders through internal briefings, workshops and various visibility events. By institutionalising digital systems, strengthening administrative capacity and improving governance practices, the project will contribute to lasting improvements in efficiency, transparency and evidence-based policymaking, supporting broader reform and EU accession objectives.

9. Crosscutting issues *(equal opportunity, environment, climate etc…)*

The project is designed in line with EU horizontal policies and addresses cross-cutting issues — equal opportunities, gender equality, human rights, environmental sustainability, climate considerations and social inclusion — throughout implementation.

Equal opportunities and gender equality

All administrative tools, procedures and digital systems developed under the project will be accessible, inclusive and non-discriminatory. SISMS will support the collection and analysis of disaggregated data, enabling the Ministry to monitor participation, representation and access to public support across groups. Capacity-building activities will ensure equal access regardless of gender, age or background and will promote gender-balanced participation.

Human rights and social inclusion

Improved digital systems and structured data management will enhance fairness and consistency in administrative decision-making and reduce the risk of arbitrary treatment. The project will also improve the Ministry's capacity to monitor and support sports participation among vulnerable groups, including persons with disabilities, youth and minorities.

Environmental sustainability and climate

Although the project does not involve physical infrastructure, the transition from paper-based procedures to digital workflows will reduce paper consumption and administrative waste. Where relevant, SISMS will support improved planning and monitoring of sports facilities, including energy efficiency and sustainable use of resources, aligning capital investment planning with national and EU environmental and climate objectives.

Regional coverage and balanced development

SISMS will enable improved data collection and monitoring across all regions, allowing the Ministry to assess regional disparities in sports infrastructure, participation and funding and to support more equitable distribution of public resources.

10. Conditionality and sequencing

Projects implemented through twinning require full commitment and involvement on behalf of senior level officials of the beneficiary institution. Therefore, the leadership of the Ministry commits itself to provide adequate staff and other resources and support to the twinning partner as well as to introduce the institutional changes identified as needed for the successful implementation of the project.

During the work on the project, access of the twinning partners to all necessary management levels will be ensured.

Conditionalities

• Appointment of counterpart personnel by the final beneficiary before the launch of the call of proposal and guaranteeing the continuity of the appointed and trained staff;

• Allocation of working space and facilities by the final beneficiary within the premises of the beneficiaries before contract signature;

• Participation by the final beneficiary in the selection process as per EU regulations;

• Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the final beneficiaries;

• Active engagement for the use and application of project outputs.

Sequencing with the supply contract: the ICT equipment and hosting environment required to run the SIS will be procured through a separate PRAG supply tender, launched by the Contracting Authority in parallel with (but independently from) this Twinning action. The Twinning activities under Component 1 (assessment, requirements, procedures) are designed to be delivered irrespective of the exact timing of the supply contract; deployment-related activities under Component 2 will be sequenced so as to make best use of the ICT infrastructure once it becomes available. Coordination between the two contracts will be ensured through the Project Steering Committee.

The achievement of the project's objectives and results does not depend on the completion of external actions, outputs from other projects or prior procurement actions, supply contracts or parallel reforms in order to be launched.

The project takes into account the broader reform context and EU-supported initiatives. Particular attention will be given to coherence and complementarity with TAIEX and

other EU-funded initiatives relevant to digital governance, public administration reform and the sports sector. Where TAIEX or other EU initiatives address related areas, coordination mechanisms will be established to avoid duplication and to maximise synergies.

11. Indicators for performance measurement

Performance shall be measured through a set of project-specific, realistic and verifiable indicators structured by component and aligned with the mandatory results in Section 3.5 and the Simplified Logical Framework Matrix (Annex C1a). Indicators are designed to assess progress at output, outcome and impact level and to support evidence-based monitoring and reporting throughout implementation.

Component 1 — Institutional and functional analysis

- Comprehensive institutional and functional draft assessment report delivered to and discussed by the Project Steering Committee within the first 6 months;
- At least 80% of relevant departments of the Ministry of Sport and sports federations, sports infrastructure administrators involved in the needs assessment;
- At least three (3) manuals developed for data management, procedures and internal coordination drafted and handed over to the Ministry of Sport.
- Final Assessment Report and Recommendations.

Component 2 — Capacity building and sustainability

- At least 70% of the Ministry's staff trained;
- At least 5 standard operational and administrative procedures for the Ministry of Sport, including the management of sports federations, sports infrastructure and capital investment programmes developed;
- Complete set of manuals and operational guidelines delivered;
- Monitoring framework developed and operational.

12. Facilities available

The Beneficiary administration shall provide the facilities necessary to support implementation and to host the RTA and any assistants, in accordance with Twinning rules.

Office space and infrastructure: The Ministry of Sport will provide appropriate office space for the RTA at its premises in Skopje, including suitable furniture, secure storage and access to meeting rooms. Office space will also be made available for RTA assistants during their assignments.

Meeting and training facilities: The Ministry will provide access to meeting rooms equipped for project meetings, workshops and consultations, suitable for PSC meetings, technical working sessions and stakeholder consultations. Facilities for training, seminars and conferences will need to be organised in external venues and costs covered by the project.

Information technology and equipment: The Beneficiary will provide access to internet connectivity, secure network access and standard office software. Where applicable, access to internal information systems will be granted in line with national security and data protection

regulations. Hardware, software and audiovisual equipment for daily work and meetings will be also made available.

Security and access: The RTA and assistants will be granted appropriate access to the Ministry's premises and facilities in line with internal security procedures, ensuring a safe working environment and protection of information and equipment.

ANNEXES TO PROJECT FICHE

1. Simplified Logical Framework Matrix (Annex C1a) — compulsory.

2. List of relevant Laws and Regulations, with links to the official publications (Law on Sports; Law on Electronic Administration and Electronic Services (Official Gazette No. 98/2019); Law on Personal Data Protection (Official Gazette No. 42/2020); Law on Free Access to Public Information).

3. Reference to relevant Government Strategic Plans and Studies (Public Administration Reform Strategy 2023–2030; National ICT/Digital Transformation Strategy; National Strategy for the Development of Sport) — links to the official publications to be inserted.

4. Mapping of Related Interventions by Government and/or Other Actors (EU-funded, bilateral and multilateral donor initiatives on PAR, digital governance and sport) — hyperlinks to project pages to be inserted.

5. Project / Sector Monitoring Framework — to be linked to the Ministry of Sport's annual reporting and the Twinning quarterly reporting cycle.

Annex C1a — Simplified Logical Framework Matrix (revised)

	Description	Indicators (baseline & target)	Source of verification	Risks	Assumptions (external to project)
Overall objective (Impact)	To strengthen the institutional capacity and digital governance of the Ministry of Sport in line with public administration reform priorities and the national digitalisation strategy, contributing to a more transparent, efficient and accountable sports sector.	By end of project: structured, procedure-based management of sports organisations, facilities and public investments routinely applied and used for policy and reporting (baseline: management fragmented and largely manual). Progress reflected in EC Country Reports under Cluster 3, Chapter 10.	EC Country Progress Reports; Ministry of Sport Annual Reports; Project Final Report	Reduced commitment of the Beneficiary or relevant staff to adopt and apply strengthened procedures and SIS-supported management.	Government maintains commitment to PAR, digitalisation and EU integration.
Specific objective (Outcome)	To strengthen the efficient management and procedures of the Ministry of Sport, including operationalisation of procedures of the Sports Information System (SIS) for management of sports organisations, sports infrastructure and capital investment programmes.	Procedures for SIS-supported management operationalised and applied by the Ministry by the end of the project (baseline: procedures fragmented, manual, and only partially fulfilling the Article 68 obligation). At least 5 standard operating/administrative procedures adopted and applied. At least 70% of Ministry staff trained and applying SIS-related procedures. Time required for data collection, reporting and internal coordination reduced by at least 30% compared to baseline.	Project Final Report; adopted SOPs/procedures; training records; EC Country Progress Reports	Limited engagement of the Beneficiary and relevant staff in project activities.	Continuous Beneficiary support to RTA and STEs during implementation. Adequate financial and human resources allocated for operation and maintenance post-project.
Component 1 — Institutional and functional analysis					
Mandatory result 1	Institutional and functional analysis of the Ministry of Sport conducted, resulting in a Final Report with recommendations for the establishment of administrative, technical and organisational procedures, handed over to the Beneficiary.	Comprehensive institutional and functional assessment report approved by the PSC within the first 6 months. At least 80% of relevant departments of the Ministry of Sport, and of sports federations and infrastructure administrators, involved in the needs assessment. At least three (3) manuals/procedures for data management, procedures and internal coordination developed for adoption by the Ministry. Final Assessment Report and Recommendations handed over to the Beneficiary.	Approved analysis report; PSC minutes; Final Assessment Report; Interim and Final Reports	Limited availability of accurate baseline data. Insufficient inter-departmental coordination during assessment.	Senior management commitment to institutional assessment and reform. Availability of key staff for analysis and validation.

	Description	Indicators (baseline & target)	Source of verification	Risks	Assumptions (external to project)
Sub-result 1.1	Institutional mapping and process analysis completed: roles, responsibilities, workflows and decision-making related to sports governance.	Institutional mapping report completed and approved by the PSC within 6 months. ≥ 90% of relevant departments mapped and documented. Key administrative workflows documented and validated.	Institutional mapping report; PSC minutes; Project interim report	Incomplete information from departments.	Full cooperation of all relevant departments.
Sub-result 1.2	Functional, technical and organisational requirements for the implementation of SIS-supported management of sports organisations, sports infrastructure and capital investment programmes defined and validated.	Requirements specification document submitted to the Beneficiary administration. Clear definition of user roles, data flows and reporting needs. Interoperability requirements with national platforms (interoperability platform, e-services portal) identified and documented.	Approved requirements document; PSC minutes	Late changes in expectations during specification.	Stable policy and operational framework throughout the assessment phase.
Sub-result 1.3	Internal coordination and data management procedures established (SOPs for data management, coordination and internal reporting).	Minimum 5 SOPs developed and drafted and handed over to the Beneficiary. Internal coordination mechanisms formally established and communicated.	Approved SOPs; Internal decisions and circulars	Resistance to procedural changes.	Management commitment to procedural standardisation.
Component 2 — Capacity building and sustainability					
Mandatory result 2	Strengthened institutional capacity of the Ministry of Sport to independently operationalise, apply and further develop procedures for SIS-supported management of sports federations, sports infrastructure and capital investment programmes.	At least 5 standard operational and administrative procedures developed and drafted and handed over to the Beneficiary. Complete set of manuals and operational guidelines delivered and handed over to the Beneficiary. Monitoring framework for SIS performance and use developed and operational. At least 70% of Ministry staff trained; training completion rate ≥ 90%. Regular application of procedures demonstrated by designated staff within 6 months. Sustainability and maintenance plan approved, with a budget line included in the MTBP.	Approved SOPs/procedures; approved manuals; monitoring framework documentation; training attendance and reports; approved sustainability plan; Ministry budget/planning documents; Project Final Report	Staff turnover affecting trained personnel. Insufficient budget allocation after project completion. Resistance to procedural change.	Commitment to retain trained staff. Government secures long-term financing for operation and maintenance. Management commitment to procedural standardisation.
Sub-result 2.1	Procedures and governance arrangements for SIS-supported management of sports federations, sports infrastructure and capital investment programmes	Minimum 5 SOPs/procedures developed and formally submitted to the Beneficiary.	Approved SOPs/procedures; PSC minutes	Resistance to procedural change.	Management commitment to procedural standardisation.

	Description	Indicators (baseline & target)	Source of verification	Risks	Assumptions (external to project)
	developed and formally adopted.				
Sub-result 2.2	Manuals and operational guidelines developed and formally endorsed by the Ministry of Sport.	Complete set of manuals and documentation delivered and submitted to the Beneficiary.	Approved documentation; Project reports	Insufficient detail in documentation.	Availability of specifications and timely input from relevant departments.
Sub-result 2.3	Monitoring framework for SIS performance and use established and operational.	Monitoring framework developed and operational, generating its first performance report within 6 months of adoption.	Approved monitoring framework; first performance report	Insufficient data quality or availability for monitoring.	Designated staff and departments provide timely input to the monitoring framework.
Sub-result 2.4	Ministry staff trained (including study visits) and demonstrating regular, independent application of SIS-supported procedures.	At least 70% of Ministry staff trained (minimum 30 staff); training completion rate ≥ 90%. Regular use/application demonstrated by designated staff within 6 months.	Attendance lists; training reports; study visit reports	Staff turnover.	Retention of trained personnel by the Ministry.
Sub-result 2.5	Institutional and financial sustainability arrangements established for the operation and maintenance of SIS-supported procedures beyond project completion.	Sustainability and maintenance plan submitted to the Ministry of Sport. Budget line for operation and maintenance included in the MTBP.	Approved sustainability plan; Ministry budget/planning documents	Insufficient future budget allocation.	Government commitment to long-term digitalisation and sustainability of the sports sector.

Annex 2 — List of relevant Laws and Regulations (optional)

The project implementation is guided by the following national legal acts and EU policy frameworks.

National legislation

- Law on Sports of the Republic of North Macedonia (Official Gazette No. 88/2008 and subsequent amendments);
- Law on State Administration (Official Gazette No. 58/2000 and subsequent amendments);
- Law on Public Sector Employees;
- Law on Electronic Administration and Electronic Services (Official Gazette No. 98/2019);
- Law on Personal Data Protection (Official Gazette No. 42/2020);
- Law on Free Access to Public Information (Official Gazette No. 101/2019);
- Law on Budget and Public Finance Management;
- By-laws, rulebooks and secondary legislation governing registration, financing, supervision and reporting of sports organisations and facilities.

EU legal and policy framework

- EU acquis on public administration reform and digital governance;
- EU data protection framework (GDPR);
- EU Digital Agenda and eGovernment Action Plan;
- EU principles on transparency, accountability and good governance;
- Relevant Council Conclusions, Communications and policy documents on sport governance, digitalisation and evidence-based policymaking.

This list is indicative and may be updated during implementation.

Annex 3 — Reference to relevant Government Strategic Plans and Studies (optional)

The project is aligned with and supports the implementation of the following national strategic documents and frameworks:

- National Strategy for the Development of Sport 2021–2030;
- Public Administration Reform Strategy 2023–2030;
- National ICT / Digital Transformation Strategy 2023–2027 and e-Government Policy Framework;
- Medium-Term Budgetary Planning Framework (MTBP);
- Institutional development plans of the Ministry of Sport, where applicable;
- Sector studies and assessments related to sports governance, public administration digitalisation and information systems.

These documents provide the policy and institutional context within which the project contributes to strengthening administrative capacity, improving governance in the sports sector and ensuring sustainability.

Annex 4 — Mapping of Related Interventions by Government and/or Other Actors

The project complements ongoing and planned interventions implemented by the Government and other actors aimed at strengthening governance, digitalisation and transparency in the sports sector and public administration.

At national level, the Ministry of Sport has undertaken initiatives focused on improving administrative processes, registration and supervision of sports organisations, and management of sports infrastructure. Cross-sectoral government initiatives on PAR and digital governance — led by the Ministry of Digital Transformation — provide the enabling environment for the strengthening of procedures and SIS-supported management.

International partners have supported related reforms in PAR, digitalisation, transparency and data management. While these interventions are not exclusively focused on the sports sector, they provide horizontal expertise, standards and tools that inform the strengthening of procedures and the operationalisation of SIS.

The Twinning project is designed to complement, not duplicate, existing interventions by focusing on institutional capacity building, procedures and sustainability mechanisms tailored

to the Ministry of Sport. Coordination with relevant stakeholders will be ensured throughout implementation.

In parallel with this Twinning action, a separate PRAG supply contract will be launched by the Contracting Authority to deliver the ICT equipment and hosting environment required to operate the SIS. The supply tender will be prepared with the technical support of the SUPRAE facility and will be managed by the EU Delegation. Technical coherence between the two contracts will be ensured through the Project Steering Committee.

Annex 5— Existing Donor Coordination Framework

Coordination of donor-funded interventions is ensured through established national and EU-level mechanisms. The European Union Delegation plays a central role in coordinating EU-funded assistance and facilitating information exchange between national authorities and development partners.

At sector level, no dedicated donor coordination framework specific to sports governance currently exists. The Ministry of Sport participates in broader coordination mechanisms related to PAR, digitalisation and institutional capacity building. Coordination with EU-funded initiatives — including Twinning, TAIEX and other EU instruments — will be ensured through regular communication with the EUD and participation in coordination meetings.

Annex 6 — Project / Sector Monitoring Framework

Project monitoring will be carried out in accordance with the Twinning Manual and contractual reporting requirements. Progress will be monitored through the Simplified Logical Framework Matrix (Annex C1a), regular reporting and PSC oversight.

At sector level, no standalone monitoring framework specific to sports governance is currently in place. The Ministry of Sport applies internal monitoring and reporting mechanisms related to sector policies, management of public resources and execution of programmes and investments.

The project will strengthen sector monitoring by introducing structured data collection, standardised procedures and performance indicators for SIS-supported management. Monitoring information will be used to inform management decisions, national reporting and coordination with the European Union Delegation and other stakeholders.

Annex 8 — Sector Assessment Reports

The preparation of the project has taken into account publicly available assessments and analytical reports related to PAR, digital governance and institutional capacity in North Macedonia, including:

- European Commission annual Country Reports on PAR, digitalisation, governance and institutional capacity;
- SIGMA assessments and Principles on Public Administration, policy development, service delivery and accountability;

- International Monetary Fund (IMF) reports on public sector management, institutional capacity and public finance;
- Other analytical studies by international organisations, development partners and national authorities on governance, digital transformation and public sector efficiency.

While no sector-specific assessment exclusively focused on sports governance currently exists, the findings of these reports support the need for strengthening procedures, digital systems and administrative capacity within the Ministry of Sport.

Annex 8 — Project / Sector Relevant Publicly Available Conclusions and Agreements

The project is consistent with publicly available conclusions, recommendations and agreements arising from the EU–Republic of North Macedonia political dialogue, including:

- European Commission annual Country Reports — strengthening PAR, institutional capacity, digital governance, transparency and accountability;
- Stabilisation and Association Agreement (SAA) — alignment with EU standards in governance, public administration and sector policies;
- EU Enlargement policy conclusions and Council Conclusions on PAR, digital transformation and administrative capacity.

Although no specific bilateral agreement exclusively addresses sports governance, the project contributes to horizontal reform objectives identified through EU–Beneficiary political dialogue, supporting EU accession priorities and alignment with EU standards.