

PHARE 2001
STANDARD SUMMARY PROJECT FICHE

1. Basic Information

- 1.1 Désirée Number:** RO-0106.06
- 1.2 Title:** Project Preparation Facility, Project Cycle Management Training and Facility for Short- and Medium-Term Twinning ("Twinning Light")
- 1.3 Sector:** Strengthening the Administrative Capacity
- 1.4 Twinning Component:** Twinning Light
- 1.5 Location:** Bucharest, Romania

2. Objectives

2.1 Overall Objective

The overall objective of this project is to support and accelerate Romania's preparation for accession into the European Union, through the improved preparation and management of programmes financed by the EU pre-accession financial instruments, and by support for short-term twinning projects dealing with specific and self-contained "acquis" related institution building needs identified in the latest Accession Partnership, NPAA, the Working Document, the EC Regular Report, or emerging in the course of accession negotiations.

2.2 Project Purpose

- Strengthening the capacity to prepare adequate programmes and projects in the context of Romania's preparations for accession into the European Union, with a view of financial support under both future Phare programmes and/or support through International Financing Institutions (IFI).
- Addressing specific and self-contained "acquis" related institution building needs identified in the latest Accession Partnership, NPAA, the Working Document, the EC Regular Report, or emerging in the course of accession negotiations.
- Providing key players within Romanian institutions involved in the preparation, implementation and monitoring of accession related EU programmes with basic skills and knowledge to increase the qualitative output and effective operation of the institutions they are attached to.

2.3 Accession Partnership and NPAA Priority

This project proposal is linked to the priority areas for Romania's membership preparation, as underlined in the Accession Partnership (AP) and the National Programme for the Adoption of the Acquis (NPAA). Both documents recognise the importance to improve the administrative capacity including programming in different subject areas.

Strengthening adequate programming will be focused on those areas that have been identified as priority areas in both the Accession Partnership (AP) and the National Programme for the Adoption of the Acquis (NPAA).

Accession Partnership

Chapter 4 of the AP indicates that a medium-term priority is the reinforcement of institutional and administrative capacity, in particular the implementation of a comprehensive public administration reform programme. This indication is reinforced in Annex : Recommendations for Action, point 4 Administrative Capacity to Apply the "acquis", where it is mentioned that "major reform efforts must be made to strengthen Romania's administrative structures in virtually all relevant EU relevant sectors".

Chapter 5 is mentioning that Phare Institution building types actions will support strengthening of public administration and all entities responsible for public services in order to establish the necessary institutional and administrative structures and train people required to apply the "acquis".

National Programme for the Adoption of the "Acquis" (NPAA)

In chapter 4.2 of the NPAA the capacity strengthening of the Romanian administration is mentioned as a priority in order to be able to effectively and correctly implement the "acquis".

In chapter 4.3 it is stressed that the Romanian administration should continue to benefit from additional technical assistance to assist the administration with designing and producing crucial documentation required to keep pace with the accession process.

2.4 Contribution to National Development Plan

Not applicable

2.5 Cross Border Impact

Not applicable

3. Description

3.1 Background and Justification:

Institutional Responsibility

The Ministry of European Integration (MEI) is at central level responsible for the overall co-ordination of the accession process. In this position, MEI operates as interlocutor between the different line Ministries and Governmental Organisations and the Commission. As such, MEI, on behalf of the Government of Romania, bears the final

responsibility for the qualitative level of the various documentation and project proposals submitted on an annual basis to the Commission. MEI is continuously looking for instruments and mechanisms to improve the qualitative output of documents related to the accession process.

Line Ministries and other Government Institutions involved in the Phare programming process are facing problems with the adequate composition of documentation related to the preparation, implementation and monitoring of Phare programmes. Under Phare 2000, a Project Preparation Facility (PPF) was introduced to provide direct short-term technical assistance to the institutions involved in Phare programming. Within the Phare 2001 programming cycle, a new allocation for PPF activities will be included.

Project Preparation Facility (PPF)

Along the lines of the assistance already provided under Phare 2000, the PPF will provide technical assistance for the preparation of feasibility studies, detailed designs of investment projects, design of training programmes and aid schemes, environmental impact assessments, preparation of institution-building projects, and preparation of technical specifications, procurement plans and tender dossiers.

The PPF may also be used for preliminary work to explore the scope for possible future financing in priority areas, even when the scope of a possible future project has not yet been clearly defined.

When initial proposals for Phare support under Phare 2002 (and later years' programmes) are submitted by eligible Romanian institutions, they will be assessed according to their conformity with the Accession Partnership (AP) and NPAA priorities, and also with respect to their degree of maturity. Project proposals which are considered to be in conformity with the AP and NPAA, but which are not fully mature as regards their readiness for implementation, will be eligible for support under this facility. Decisions on eligibility for support under the PPF will be taken by common accord between the Commission Services and the Romanian National Aid Co-ordinator.

The PPF may also be used for preparation of projects expected to be financed by international financial institutions other funding sources, where it can be shown that project objectives are consistent with the AP and NPAA priorities.

Project Cycle Management (PCM) Training

The project responds to the urgent need which has been identified to strengthen the capacities within both the national co-ordination structures for pre-accession assistance and Project Implementation Units (PIU's) attached to Ministries and other Romanian institutions, to prepare, implement and monitor pre-accession programmes in a systematic and adequate way. The training under this project will be compatible with the overall efforts to strengthen training provision in the context of the reform of the Public Administration. The specific focus of the training under this project will be on achieving a rapid improvement in the operational effectiveness of the bodies concerned with pre-accession assistance. The longer-term development of institutional capacity for training will be dealt with in the context of the Public Administration Reform programme.

The training, to be delivered through technical assistance contracts, will be closely linked to the programming and implementation cycle, and will reinforce the capacity to undertake feasibility studies and project design work, to prepare project documentation (project fiches, terms of reference, tender documents) according to the requirements of the pre-accession instruments, and to supervise and monitor the implementation of

programmes. The design of the training activities under this contract will take account of similar support provided under Phare 2000, and where appropriate it will provide more advanced follow-up training to officials who have already benefited from the first round of training.

In addition to improving the officials' knowledge of the general principles of project cycle management, the training should, where possible, also take the form of practical on-the-job coaching in support of the actual preparation and implementation of pre-accession projects.

Apart from ad-hoc basic and advanced training sessions, this facility will also focus on the preparation and development of a training strategy. Such a strategy will in a more systematic way design the training requirements Romanian administrators need in order to adequately anticipate on EU programming exercises within the framework of Phare, ISPA, SAPARD and finally the Structural Funds. In order to design a systematic and revolving training facility, a Training Needs Assessment (TNA) will be elaborated. Based on the outcomes of the TNA, the final strategy will be developed.

A training strategy should ideally institutionalise basic and advanced PCM training and possible other training requirements and instruments related to EU support programmes (Phare, ISPA, SAPARD and Structural Funds). The strategy should quantify in as much as possible the number of courses, the direction of the training, the number of trainees etc.

The training strategy on EU programming should clearly fit into the overall training policy for the Romanian administration that is to be organised through the Ministry of Public Administration (MPA). Close consultations with MPA is therefore a basic condition.

Facility for Short- and Medium-Term Twinning (“Twinning Light “)

The experience in implementation of current twinning programmes has resulted in the identification of a need for short- to medium-term twinning assignments with a duration of up to six months, or assignments implemented on the basis of repeated short missions, having the objective of providing rapid and flexible assistance focused on specific limited priority areas related to the accession process and directly linked to the *acquis communautaire*. A twinning light facility will therefore be established under the administration of the National Aid Co-ordinator (NAC). The financial and contractual aspects of the twinning light facility will be handled by the CFCU.

Twinning light projects, providing the expertise of Member States civil servants, and targeting concrete, operational (guaranteed) result will be proposed by Romanian public bodies having competence in various areas of the “*acquis*”. Projects financed under the facility will correspond to the priorities of the AP and the NPAA. Other specific needs identified through the Regular Report or arising in the context of accession negotiations may also be addressed. Services to be provided will include the development and appraisal of regulatory texts, supply of documentation, and the organisation of workshops, seminars and visits, relevant to the objectives of the AP and NPAA.

Decisions on financing projects under the facility will be taken by common accord of the NAC and Commission services. The maximum size of projects can not exceed € 150,000.

The procedures for management of these assignments will be simplified from those used currently under the existing twinning arrangements. Member states will respond to requests for the provision of expertise, on the basis of a detailed Terms of Reference, prepared by the respective Romanian public bodies and circulated to the twinning National Contact Points in all member states by the Delegation. The beneficiary institution will select the member state offer that most closely corresponds to their needs. A twinning light contract between the selected member state and the CFCU will be drawn up, on the basis of the selected member state offer, defining the technical and financial aspects of the planned activity.

3.2 Linked Activities

- Phare 2000 Project Preparation Facility (PPF) with identical approach and purposes.
- All institution building projects financed by Phare since 1998.
- The TAIEX Multi-beneficiary Programme, which complements the national Phare programme with very short-term advice in specific areas of the “acquis”.
- The SIGMA Multi-beneficiary Programme, which is being used to modernise public administration and improve public financial control.
- Phare RO-9706.02.01 Programme “Enhanced Pre-Accession Assistance” initiated the project “Training in European Affairs” for 240 civil servants from the central public administration.

3.3 Results

Project Preparation Facility (PPF)

- Short-term technical assistance to be provided to MEI in order to provide assistance with the Phare programming exercises for 2003 and 2004;
- Line Ministries are, upon request, strengthened with short-term expertise in order to produce relevant background documentation, feasibility studies, project design schedules, terms of references and tender dossiers;
- More mature annual programme fiches produced by Line Ministries and/or other Governmental Institutions.

Project Cycle Management (PCM) Training

- The standard training course on Project Cycle Management (PCM) will produce a pool of trained staff employees attached to Project Implementation Units within the Romanian administration in the basics of programme preparation, implementation and monitoring and familiarise trainees with relevant programme documentation to be produced.
- Advanced training on PCM to be organised in order to develop a sufficient human resource capacity within the Romanian administration capable of handling, managing and monitoring Phare programme preparation and implementation in an adequate way.
- A training strategy to be developed which in a systematic and revolving way focuses on the familiarisation of (new) staff employees within the Romanian administration with EU related programming and support mechanisms.

Twinning Light

- Concrete progress in strengthening public administrative capacity relating to the “acquis communautaire”, according to the specific results defined in individual project fiches approved for financing under this facility.

3.4 Activities

Project Preparation Facility (PPF)

- Short-term technical advisory (STTA) services will be made available to assist the MEI with the Phare programming in the period 2003-2004. The STTA services will provide support services to the MEI and line Ministries on the one hand and the EC-Delegation and Commission on the other hand.
- The STTA will at the start of the annual programming cycle facilitate an information session on the use and application of the Project Preparation Facility (PPF) in order to stimulate institutions to make as much as possible use of this instrument at an early stage of the programming cycle.
- Through the PPF, technical advisors will be contracted for relatively short-term periods to support line Ministries and other Government Institutions in areas relevant to the accession process. The allocation of this support will be decided through common agreement between the NAC and the Commission services at an early stage in the programming cycle, on the basis of initial proposals for Phare support received from competent bodies. The support will be provided in cases where an initial proposal is considered to correspond to a priority for Phare support, (justified in terms of AP short or medium term priorities, needs identified through the Regular Report or activities defined in the NPAA), but where further efforts are needed to define and prepare a mature project, ready for implementation under the upcoming Phare programme.

Project Cycle Management (PCM) Training

- Selected experts will be responsible for the organisation and facilitation of both basic and advanced training seminars for staff attached to PIU's within the Romanian administration.
- A training strategy will be developed describing in detail what kind training is desirable in order to familiarise the larger part of the Romanian administration with the basic tools and mechanisms of EU programming.

Twinning light

- The twinning light facility will be established under the administration of the National Aid Coordinator. Projects will be solicited, developed, assessed and (if selected) implemented. All projects will be justified in terms of AP short or medium term priorities, needs identified through the Regular Report or negotiations and activities defined in the NPAA.
- Twinning light projects will be delivered using short and medium term expertise from Member States administrations. In addition, the services offered may include appraisal of regulatory texts, supply of documentation, workshops, seminars and visits, if appropriate.

4. Institutional Framework

In January 1993, the Government established the Department for European Integration (DEI). The main responsibilities of the DEI were at that time defined as being the national co-ordinator for European Integration and the national co-ordinator of non-reimbursable economic assistance. These responsibilities were formalised by two Governmental decisions (260/1994 and 141/1995).

The Government decision 41/20.01.2000 on the organisation and operation of the Ministry of Foreign Affairs (MoFA) stipulated the inclusion of the DEI within the structure of the MoFA. Within MoFA, the Department for European Affairs (DEA) was created to become responsible for international co-operation.

After the elections of November 2000, the responsibilities in the area of European integration and programming, co-ordination and monitoring of non-reimbursable financial assistance granted by the European Union were transferred to a newly created institution, the Ministry for European Integration (MEI). The Government Decision 14/2001 is detailing the organization and operation of the newly created Ministry.

5. Detailed Budget

(in MEURO)

	Phare Support					
	Investment Support	Institution Building	Total Phare (= I + IB)	National Co-financing*	IFI*	TOTAL
PPF	-	3.5	3.5	-	-	3.5
Training	-	1.5	1.5			1.5
Twinning light	-	2.0	2.0	-	-	2.0
Total	-	7.0	7.0	-	-	7.0

6. Implementation Arrangements

6.1 Implementing Authority and Implementing Agency

The Implementing Authority will be the Ministry of European Integration. Within MEI, the Accession Assistance Directorate will become responsible for the overall technical co-ordination and proper implementation of the activities identified under the components listed in this project fiche.

Contact:

Ministry of European Integration (MEI), Accession Assistance Directorate

Director: Mr. Razvan Cotovelea

Address: 17 Apolodor Str., Latura Nord, Sector 5, Bucharest

Tel.: 00-40-1-301-14-30

Fax: 00-40-1-301-16-24

The Central Finance and Contracts Unit (CFCU) within the Ministry of Finance will be the Implementing Agency and as such be responsible for all procedural aspects of the tendering process, contracting matters and financial management (including payments) of the project activities.

Contact:

Central Finance and Contracting Unit (CFCU)

Director: Mrs. Ruxandra Radulescu

Address: 36-38, Mendeleev Street, Sector 1, Bucharest

Tel: 00-40-1-313-66-30

Fax: 00-40-1-315-35-36

6.2 Non-standard Aspects

Allocation of financial resources under the Project Preparation Facility (PPF) will be agreed upon between the National Aid Co-ordinator (NAC) and the Commission, following a screening of initial project proposals from competent Romanian bodies. The projects are considered to be priority areas in the context of both the AP and the NPAA but are not mature enough for immediate contracting. Additional support will be contracted on the basis of Terms of Reference to be approved by both the Ministry of European Integration (MEI) and the Commission.

6.3 Contracts

Project Preparation Facility Activities:	MEURO	3.5
Project Cycle Management Training Activities:	MEURO	1.5
Short- and Medium-Term Twinning ("Twinning Light") Activities:	MEURO	2.0

The "Twinning Light" Facility could support between thirteen and twenty twinning light projects.

7. Implementation Schedule

7.1 Start of Tendering/Call for Proposals

Project Preparation Facility

ToR's ready by October 2001

Announcement for tender(s) launched in November 2001 or immediately after the FM 2001 is signed

Project Cycle Management Training

ToR's ready by October 2001

Announcement for tender(s) launched in November 2001 or immediately after the FM 2001 is signed

“Twinning Light”

ToR's for support under the facility may be submitted to the NAC from 1 September 2001 onwards. The latest date for receipt of applications by the NAC will be 30 September 2003.

7.2 Start of Project Activities

Project Preparation Facility

January 2001 or immediately after signature of the Financing Memorandum.

Project Cycle Management Training

January 2001 or immediately after signature of the Financing Memorandum.

“Twinning Light”

Twinning light contracts for projects under this facility can only be signed, and project implementation start, after signature of the Financing Memorandum for the Phare 2001 National Programme.

7.3 Project Completion

Project Preparation Facility, Project Cycle Management Training and “Twinning Light”

Projects must be completed three months before the last date for disbursement under the Financing Memorandum for the Phare 2001 National Programme. Effectively this means September 2004.

8. Equal Opportunity

Equal opportunity for men and women will be guaranteed.

9. Environment

Not applicable

10. Rates of Return

Not applicable

11. Investment Criteria

Not applicable

12. Conditionality and Sequencing

The PPF is not intended to cover projects in the area of economic and social cohesion, for which separate project preparation arrangements have been allocated.

Sequencing is such that preparatory activities are underway when Phare programming support takes place in 2002. As such, certain projects may be programmed by Phare in 2002 conditional upon preparation reports and designs being completed and considered to be acceptable.

Start-up of the PPF assumes that the Financing Memorandum can be approved and in operation before the end of 2001.

All projects implemented through twinning light require the full commitment and participation of the senior management of the beneficiary institution. In addition to providing the twinning partner with adequate staff and other resources (including translation and interpretation) to operate effectively, the senior management of the beneficiary institution must be whole-heartedly involved in the development and implementation of the policies and institutional change required to deliver the project results.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)

LOGFRAME PLANNING MATRIX			Programme name: and number:	Date of drafting: 15 May 2001
SUPPORT ACTIVITIES TO STRENGTHEN THE EUROPEAN INTEGRATION PROCESS			Contracting period expires: 30.11.2003	Disbursement period expires: 30.11. 2004
Project Number RO 0106.06			Total Budget: 7.0 (MEUR)	Phare contribution: 7.0 (MEUR)
Wider Objective	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks	
<ul style="list-style-type: none"> Support and accelerate Romania's preparation for accession to the European Union through the improved preparation and management of EU financed pre-accession programmes 	<ul style="list-style-type: none"> Satisfactory progress of the accession and negotiation process 	<ul style="list-style-type: none"> Government of Romania and the European Commission through Progress Reports and Regular Reports (Commission's opinion, AP, NPAA, Working Documents) Romania's progress towards accession Results of the negotiation process. 	<ul style="list-style-type: none"> Continued Government commitment to restructure the economy, society and institutions in line with EU standards. Timely meeting of deadlines and milestones. 	
Immediate Objectives	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks	
<ul style="list-style-type: none"> Strengthening the capacity to prepare adequate programmes and projects in the context of Romania's preparation for accession to the EU. Addressing specific and self-contained „acquis” related institution building needs. Train key players within institutions involved in EU programming in order to increase the qualitative output and effective operation of those institutions 	<ul style="list-style-type: none"> Timely submission of project fiches, including related documentation to the Commission. Completed and successful project applications together with supporting documentation. Improvement of the human resource and absorption capacity within the Romanian administration. Successful completion of training courses. 	<ul style="list-style-type: none"> Government of Romania, Ministry of European Affairs, line Ministries and Governmental Institutions, EC-Delegation and Commission through all documentation, studies, research papers and design material. 	<ul style="list-style-type: none"> MEI staff and staff attached to other Governmental institutions capable of effectively leading the programming process. Benefiting institutions have sufficient institutional capacity to draft relevant documentation (fiches, annexes and related documentation). Transparent communication and exchange of information between the different stakeholders involved. Commission allocates sufficient qualified staff especially at the Delegation to participate in the preparation and programming process. 	

Outputs	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks
<ul style="list-style-type: none"> • SSTA services provided to the MIE for Phare programming in 2003 and 2004. • Relevant background documentation, feasibility studies, project design schedules, terms of references and tender dossiers. 	<ul style="list-style-type: none"> • Timely submission of the project fiches and financing proposal for 2003 and 2004. • Increased quality of project fiches in such a way that less corrective involvement of the Commission is required. • Adequate number of feasibility studies, project designs, tender dossiers and technical specifications produced and submitted. 	<ul style="list-style-type: none"> • Project fiches, feasibility studies, project designs, research reports, tender dossiers and terms of references prepared by staff of line Ministries and Governmental Organisations and monitored by both the MIE and the EC. 	<ul style="list-style-type: none"> • Proper technical advisory services identified. • Benefiting institutions and other stakeholders at central and de-centralised level fully involved in the preparatory process. • Deadline met for the presentation of the target projects.
Inputs	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks
<ul style="list-style-type: none"> • STTA advisor attached to the Accession Assistance Directorate within MIE. • Short-term advisors attached to Ministries and Government Institutions involved in EU programming. • Trainers facilitating the PCM sessions (both basic and advanced training). • Expert(s) preparing the training strategy document. 	<ul style="list-style-type: none"> • Financing Memorandum approved. • Inputs delivered on schedule and considered acceptable by beneficiaries. • Required tasks delivered efficiently to permit outputs to be realised. 	<ul style="list-style-type: none"> • Progress and final reports to be submitted to MIE, EC Commission and line Ministries. • Documentation on preparatory studies, designs etc. to be produced by experts and submitted to beneficiaries in MIE, line Ministries and Governmental Institutions. • Training reports by trainers and evaluation sheets produced by trainees upon completion of the training sessions. • Ad-hoc audit and evaluations by appointed institutions. 	<ul style="list-style-type: none"> • Reports approved by both beneficiaries and Commission. • ToR's and other documentation are proper reflection of the needs and requirements of the beneficiaries. • Approval of Financing Memorandum in time in order not to loose valuable time on implementation of activities. • Qualified experts identified and mobilised rapidly.

**PROJECT PREPARATION FACILITY, PROJECT CYCLE MANAGEMENT TRAINING AND FACILITY FOR
SHORT- AND MEDIUM-TERM TWINNING (“TWINNING LIGHT”)**

	2001						2002						2003						2004																										
Calendar months	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D			
1) Project Preparation Facility (PPF)																																													
STTA to the MEI on Phare programming (2001 and 2002)	D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I																				
TA for feasibility studies	D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I																				
TA design of investment projects	D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I																				
Preparation of IB projects, training programmes and aid schemes	D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I																				
Prepare technical specifications, procurement and tender dossiers	D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I																				
2) Project Cycle Management (PCM) Training Activites																																													
Basic PCM Training Course										D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I											
Advanced PCM training										D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I											
Training Strategy Design										D	D	C	I	I	I	I	I																												
3) “Twinning Light”																																													
Twinning for Strategic Development				D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I	I																			
Twinning for studies				D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I	I																			
	D = Design C = Contracting I = Implementation																																												

Annex 3 –Cumulative contracting and disbursement schedule by quarter for project: RO0106.06

<i>Project Preparation Facility, Project Cycle Management Training and Facility for Short- and Medium-Term Twinning (“Twinning Light”)</i> (MEURO 7.0)												
	31/03/02	30/06/02	30/09/02	31/12/02	31/03/03	30/06/03	30/09/03	31/12/03	31/03/04	30/06/04	30/09/04	31/12/04
CONTRACTED	1.0	2.0	2.5	3.5	5.0	6.0	7.0	7.0				
DISBURSEMENT		1.0	2.0	2.5	3.5	5.0	6.0	6.5	7.0	7.0	7.0	7.0