

Lessons learnt for Phare ESC 2005

Identified Gaps or Recommended courses of intervention	Action for covering the Gap or implement the recommended intervention	Phare programming (Project Reference)		
		2004	2005	
<ul style="list-style-type: none"> Romania's administrative capacity to manage EC funds and conduct an integrated regional development policy clearly needed to be improved¹. Romania needs to focus on administrative capacity and preparing the whole system from the managing authorities and intermediate bodies through to the final beneficiaries for efficient management of the Structural Funds.² Flexibility and capacity for co-financing, mechanisms for monitoring and evaluation, programming and project identification as well as project preparation capacity, in particular at local level, need to be improved.³ Romanian should make best use of the pre-accession instruments in the preparation to Structural and Cohesion Funds.⁴ Preparation at all levels of 	<p>Community Support Framework Managing Authority (MPF) is coordinating the preparation process for Structural Funds management.</p> <p>Under the Phare ESC programme for 2004 – 2006 a priority was dedicated to the preparation of administrative capacities of all managing authorities together with identified intermediate bodies and final beneficiaries, for SF management. This includes the following ministries: MPF, MEI, MTCT, MEWM, MLSSF, MET.</p> <p>Horizontal training for structural instruments and Expanding the Single Management Information System for Structural Funds (SMIS) is also included (MPF - 2004)</p> <p>National twinning for regional programmes implementation and training at national and regional levels to enhance Structural Funds' ROP absorption capacity (2004)</p>	<p>Priority E Coordination, management and implementation of regional, cross-border and trans-national programmes</p> <ul style="list-style-type: none"> Support to RDAs for implementation and monitoring of regional development programmes – service contract <p>Support to MET to prepare as Managing Authority</p> <ul style="list-style-type: none"> - 	<p>Priority E Coordination, management and implementation of regional, cross-border and trans-national programmes</p> <ul style="list-style-type: none"> Support RDAs capacities development as Intermediate Bodies – technical assistance IT equipment for operating SMIS – supply Preparing the structures involved in INTERREG/ NEIGHBOURHOOD instrument programmes – twinning Support to RDAs for implementation and monitoring of regional dvlp. programmes – service contract <p>Support to MET to prepare as Managing Authority</p> <ul style="list-style-type: none"> Training of staff and procedures development for SOP Competitiveness management – technical assistance IT equipment for operating SMIS – supply 	

¹ 2004 Regular Report on Romania towards accession

² Idem

³ Idem

⁴ Idem

⁵ Idem

⁶ Idem

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<p>administration now requires full attention, given the limited timeframe available. In particular the Ministry of Economy and Trade as the MA for the Sectoral Operational Programme (OP) for Competitiveness and the Ministry of Labour, Social Solidarity and Family as the MA for the HRD OP will need immediate attention.⁵</p> <ul style="list-style-type: none"> The partnership structure established in 2002 should be further developed to ensure full participation of relevant players and accordingly not only to ensure the ownership of programmes and efficient consensus building but also to meet the rather tight schedule for preparing the 2007-2013 NDP and operational programmes.⁶ 	<p>Support in the preparation of the administrative structures to take on the responsibilities of SOP Competitiveness (MET) management, including training (2004)</p> <p>Support in setting up a framework for Managing Authority (MTCT) and Intermediate Body for Cohesion Fund and in preparing the draft Transport OP (2004)</p> <p>Support for MoLSSF to carry out ex-ante evaluation of active employment measures (2004)</p> <p>Support for setting up the framework for Managing Authority for Environment OP and Intermediate Body for Cohesion Fund in the environment sector (MEWM), and training programme for SOP Environment management (2004)</p>	<p>Support to MTCT to prepare as Managing Authority</p> <ul style="list-style-type: none"> Providing training programmes for SOP Transport management – technical assistance - <p>Support to MoLSSF to prepare as Managing Authority</p> <ul style="list-style-type: none"> Development of administrative capacity for designing HRD policies and programmes and preparation for ESF management and implementation – technical assistance - <p>Support to MEWM to prepare as Managing Authority</p> <ul style="list-style-type: none"> IT equipment for operating SMIS – supply 	<p>Support to MTCT to prepare as Managing Authority</p> <ul style="list-style-type: none"> Providing training programmes for SOP Transport management – technical assistance IT equipment for operating SMIS – supply <p>Support to MoLSSF to prepare as Managing Authority</p> <ul style="list-style-type: none"> Improving the system for implementing HRD programmes and continuing the preparations for ESF management and implementation – technical assistance IT equipment for operating SMIS – supply <p>Support to MEWM to prepare as Managing Authority</p> <ul style="list-style-type: none"> IT equipment for operating SMIS – supply 	
<ul style="list-style-type: none"> The development of a high quality project pipeline needs to be given priority.⁷ 	<p>All the managing authorities have included technical assistance support for development of project pipeline. Alongside preparation of projects, training will be provided to MA, intermediate bodies and final beneficiaries.</p>	<p>Priority A ROP Project Preparation Facility – technical assistance</p> <p>Priority E</p>	<p>Priority A ROP Project Preparation Facility – technical assistance</p> <p>Priority E Support to MET to prepare as Managing Authority</p> <ul style="list-style-type: none"> Assistance for preparation of projects pipeline for SOP Competitiveness – technical 	-

⁷ 2004 Regular Report on Romania towards accession

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		<i>2004</i>	<i>2005</i>	
			<p>assistance</p> <p>Support to MTCT to prepare as Managing Authority</p> <ul style="list-style-type: none"> - Transport project pipeline development – technical assistance <p>Support to MoLSSF to prepare as Managing Authority</p> <ul style="list-style-type: none"> - Improving the system for implementing HRD programmes and continuing the preparations for ESF management and implementation – technical assistance <p>Support to MEWM to prepare as Managing Authority</p> <ul style="list-style-type: none"> - Environment project pipeline development – technical assistance 	
<ul style="list-style-type: none"> • Permanent efforts are required in order to strengthen the administrative capacity with regard to ESF management and implementation at central, regional and local levels.⁸ • ... considerable efforts are still needed to reinforce the policy design, programming and monitoring of the employment policies. It is notably important to 	<p>Support for strengthening the Ministry of Labour, Social Solidarity and Family and its national, regional and local structures is provided through classical technical assistance and by practical experience gathering through implementing grant schemes focused on human resource development.</p> <p>At the same time, grant schemes are</p>	<p>Priority B: Human Resource Development Measure A Tackling structural unemployment</p> <ul style="list-style-type: none"> a. – b. Support to MLSSF, NAE and final beneficiaries in the preparation of the HRD schemes promoting AEMs – technical assistance 	<p>Priority B: Human Resource Development Measure A Tackling structural unemployment</p> <ul style="list-style-type: none"> a. Active Employment Measures (AEMs) – grant scheme b. Support to MLSSF, NAE and final beneficiaries for implementing the grant scheme – technical assistance 	

⁸ 2004 Regular Report on Romania towards accession

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ensure effective implementation of the policies included in the Joint Assessment Paper: only a strategic approach of employment in line with the JAP and in particular an integrated strategy for developing human resources, combining education policies and lifelong learning, will help Romania to align with the European Employment Strategy. ... the National agency for Employment ... need to focus on employability (through training) and not just on direct subsidies to employment. ⁹	designed in accordance with NAPE and JAP. Support for MoLSSF to carry out ex-ante evaluation of active employment measures (2004)	Measure B Improving long term labour market adaptability a. Promoting lifelong learning (LLL) for qualification and re-qualification of the work force – grant scheme b. Support to MLSSF, NAE and final beneficiaries in the implementation of the grant scheme promoting LLL – technical assistance c. National Authority for Qualifications (NAQ) establishment Priority E - Development of administrative capacity for designing HRD policies and programmes and preparation for ESF management and implementation – technical assistance - -	Measure B Improving long term labour market adaptability a. Promoting lifelong learning for qualification and re-qualification of the work force – grant scheme b. Support to MLSSF, NAE and final beneficiaries in the implementation of the grant scheme promoting LLL – technical assistance c. National Authority for Qualifications (NAQ) establishment Priority E - Improving the system for implementing HRD programmes and continuing the preparations for ESF management and implementation – technical assistance - IT equipment for operating SMIS – supply
<ul style="list-style-type: none"> In the field of social inclusion, high priority should be given to driving working age population out of subsistence economy, reducing informal economy, improving school attendance, securing access for all to health services, improving the situation of vulnerable groups and tackling the 	Social inclusion measures are supported, as well as social services development. Target groups for social inclusion as identified in Joint Inclusion Memorandum are: young people leaving orphanages, roma and people with disabilities.	Priority B Measure C Actively combating social exclusion a. - b. Support to MLSSF, NAE and final beneficiaries in the previous preparation of the HRD schemes promoting social inclusion	Priority B Measure C Actively combating social exclusion a. Promoting social inclusion - measures for disadvantaged groups – grant scheme b. Support for awareness, appraisal and selection and monitoring the social inclusion projects – technical assistance

⁹ 2004 Regular Report on Romania towards accession

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discriminatory behavior against Roma minority. ¹⁰ • ... access to social assistance needs to be improved, in particular for the Roma minority. ¹¹ • Efforts should continue to increase general awareness of gender equality issues. ¹²	Development of social services – grant scheme is included in 2004	measures – technical assistance c. Strengthening the capacity of MLSSF in the field of social assistance, including support for grant scheme implementation – technical assistance	c. Strengthening the capacity of MLSSF in the field of social assistance – technical assistance
• Romania's efforts should now focus on the remaining minor legislative adjustments and on ensuring predictable, transparent and effective implementation of the regulatory framework (for SMEs). ¹³	Support is provided to NASMEC to disseminate and implement properly the regulatory framework.	Priority C a. Support institutional, human resources and technical capacity of NASMEC to introduce and develop e-governance and to foster use of ITC by innovative SMEs – technical assistance b. Improving business support services to SMEs – technical assistance c. Improving business support services to SMEs – grant scheme d. Improving the access to finance of SMEs start-ups and micro-enterprises – technical assistance e. –	Priority C a. Support at least 250 dynamic SMEs to develop e-business strategies – technical assistance b. Improving business support services to SMEs – technical assistance c. Improving business support services to SMEs – grant scheme d. Improving the access to finance of SMEs start-ups and micro-enterprises – technical assistance e. Improving the access to finance of SMEs start-ups and micro-enterprises – credit scheme
• National and regional waste management plans need to be adopted. Waste collection systems and facilities for recovery and	Support for strengthening the Ministry of Environment and Water Management and its national, regional and local structures is	Priority D a. Support the public sector's initiatives in the waste management sector in 7 regions – grant scheme	Priority D a. Support the public sector's initiatives in priority environmental sectors – grant scheme

¹⁰ 2004 Regular Report on Romania towards accession

¹¹ Idem

¹² Idem

¹³ Idem

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disposal need to be set up and enhanced. ¹⁴ <ul style="list-style-type: none"> • More efforts are required in relation to awareness raising and the involvement and participation of stakeholders in implementation (of Natura 2000). Administrative capacity needs to be enhanced with a view to preparing the protection measures to be applied by accession. Training is needed.¹⁵ • Romania needs to make continued efforts to ensure that sufficient budgetary resources are allocated to the environment sector in order to finalize preparation for accession, including the strengthening of administrative capacity.¹⁶ 	provided through classical technical assistance and by practical experience gathering through implementing grant schemes focused on waste management, water and waste water and biodiversity sectors.. At the same time, project preparation grant schemes are designed, as well as technical assistance and training for project pipeline development. Support for setting up the framework for Managing Authority for Environment OP and Intermediate Body for Cohesion Fund in the environment sector and training programme for SOP Environment management is included in 2004	b. – c. Environment project preparation scheme – grant scheme d. Support for implementing the environment grant schemes – technical assistance Priority E - IT equipment for operating SMIS – supply - Environment project pipeline development – technical assistance	b. Support the private sector's initiatives in waste management sector – grant scheme c. Environment project preparation scheme – grant scheme d. Support for implementing the environment grant schemes – technical assistance Priority E - IT equipment for operating SMIS – supply - Environment project pipeline development – technical assistance
Additional Twinning support should be requested and granted under Phare 2003 for the ministries of Economy and Education tailored at their future role under SF, while coordinating and mirroring activities in the framework of the national SF and ESF twinning projects. ¹⁷	Support for increasing the administrative capacity for the management of the OP Competitiveness, training of staff and pipeline of projects preparation The 2002 National twinning for SF preparation implemented by the MEI and DTI UK, set up a "Shadow	Priority E - Support in the preparation of the administrative structures to take on the responsibilities of Competitiveness OP management, including training – technical assistance	Priority E - Assistance for preparation of projects pipeline for SOP Competitiveness – technical assistance - Training of staff and procedures development – technical assistance - IT equipment for operating SMIS – supply

¹⁴ 2004 Regular Report on Romania towards accession

¹⁵ Idem

¹⁶ Idem

¹⁷ ECOTEC – Interim Evaluation No. R/RO/ESC/0408 – 14 October 2004, Rec. #1

¹⁸ ECOTEC – Interim Evaluation No. R/RO/ESC/0408 – 14 October 2004, Rec. #2

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Strengthen the coordinating role of the national SF Twinning by expanding the IM2 component of the Twinning Covenant, aimed at mentoring the future Monitoring Committee, to include IB activities under all relevant TA and Twinning projects. ¹⁸	Monitoring Committee" (SMC) to enhance the monitoring and evaluation capacities of the future ROP Managing Authority. The UK and MEI experts have jointly prepared a draft guidelines and terms of reference for the ROP MC. On 25.05.2005 MEI has organized, in the second half of the National Phare ESC Steering Committee , the first meeting of the SMC . These activities will continue under 2004 national twinning for ROP MA.			
The NAC should present to the EC Delegation a realistic planning for the 2003 and 2004 contracting exercises and clear deadlines for ToRs and Tech Spec, however NAC should consider the cases when the ToRs and Tech. Spec. are to be prepared by ongoing TA. ¹⁹	<p>This recommendation strengthens the need for a clear contracting planning raised at the JMC annual meeting on 12 July 2004. and is in line with the efforts that should be continued by the Romanian authorities in terms of increasing its administrative capacity.</p> <p>Strengthening the capacity of MLSSF in the field of social assistance, including support for grant scheme</p> <p>Improving region specific TVET system – Institution building and preparation of a grant scheme for pre-university teachers training and methodology development are included in 2004</p> <p>Improving business support services to SMEs and improving the access to</p>	<p>Priority A - Regional and local transport and business infrastructure, Project Preparation Facility – technical assistance</p> <p>Priority B - Support to MLSSF, NAE and final beneficiaries in the preparation of the HRD schemes promoting AEMs – technical assistance - Support to MLSSF, NAE and final beneficiaries in the implementation of the grant scheme promoting LLL – technical assistance - Support to MLSSF, NAE and final beneficiaries in the previous preparation of the HRD schemes promoting social inclusion measures – technical assistance</p> <p>Priority C - Support institutional, human resources</p>	<p>Priority A - Regional and local transport and business infrastructure, Project Preparation Facility – technical assistance</p> <p>Priority B - Support to MLSSF, NAE and final beneficiaries for implementing the grant scheme – technical assistance - Support to MLSSF, NAE and final beneficiaries in the implementation of the grant scheme promoting LLL – technical assistance - Support for awareness, appraisal and selection and monitoring the social inclusion projects – technical assistance</p> <p>Priority C - Improving business support services</p>	

¹⁹ ECOTEC – Interim Evaluation No. R/RO/ESC/0408 – 14 October 2004, Rec. #3

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		2004	2005
	finance of SMEs start-ups and micro-enterprises (2004)	and technical capacity of NASMEC to introduce and develop e-governance and to foster use of ITC by innovative SMEs – technical assistance Priority D - Support for implementing the environment grant schemes – technical assistance Priority E - All projects under this priority are meant to increase administrative capacities of institutions involved in the management of Phare and SF, except supply contracts.	to SMEs – technical assistance - Improving the access to finance of SMEs start-ups and micro-enterprises – technical assistance Priority D - Support for implementing the environment grant schemes – technical assistance Priority E - All projects under this priority are meant to increase administrative capacities of institutions involved in the management of Phare and SF, except supply contracts.
For Small Infrastructure scheme: a) The TA supporting local beneficiaries should be extended by 6 months in order to cover as many of the 87 individual projects as possible. b) Disbursement deadline for the scheme should be extended with 1 year. ²⁰	The recommendation is taken into account as development of final beneficiaries capacities for developing and implementing infrastructure projects and to be able to comply with n+2 rule under Structural Funds.	Priority A - Project Preparation Facility – technical assistance Priority D - Environment project preparation scheme – grant scheme - Support for implementing the environment grant schemes – technical assistance Priority E - Training at national and regional levels to enhance Structural Funds' ROP absorption capacity – technical assistance - Support in the preparation of the administrative structures to take on the responsibilities of SOP Competitiveness management, including training – technical assistance	Priority A - Project Preparation Facility – technical assistance Priority D - Environment project preparation scheme – grant scheme - Support for implementing the environment grant schemes – technical assistance Priority E - Preparing the structures involved in INTERREG/ NEIGHBOURHOOD instrument programmes – twinning - Assistance for preparation of projects pipeline for SOP Competitiveness – technical assistance - Training of staff and procedures development for SOP Competitiveness management – technical assistance

²⁰ ECOTEC – Interim Evaluation No. R/RO/ESC/0408 – 14 October 2004, Rec. #5

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		2004	2005	
		<ul style="list-style-type: none"> - Providing training programmes for SOP Transport management – technical assistance - Providing training programmes for SOP Environment management – technical assistance - Environment project pipeline development – technical assistance 	<ul style="list-style-type: none"> - Providing training programmes for SOP Transport management – technical assistance - Transport project pipeline development – technical assistance - Environment project pipeline development – technical assistance 	
The EC /NAC should explore ways to replicate the Small Infrastructure scheme under Phare 2004-6, possibly from the expected increased allocations. ²¹	The scheme was designed and proposed under Phare ESC 2005 programme, but under condition of supplementary funds identification		Proposal included in the programming document, under Priority A, measure a, but not budget is available for it.	
For TVET works investments: a) The RDAs should take forward the proposal of MEI and ECD and hire additional technical staff. ²²	All RDAs have collaboration contracts with county education inspectorates where there is experienced staff familiar with contracting and monitoring rules (especially World Bank procedures). At the same time the RDAs are supported to hire sufficient personnel to carry out their tasks properly.	Priority E - Support to RDAs for implementation and monitoring of regional development programmes – service contract	Priority E - Support to RDAs for implementation and monitoring of regional development programmes – service contract	
RDA network should be provided with core funding derived both from central treasury of GoR, and from County Councils and from self financing (e.g. the RDAs being allowed to charge fees for advisory services). ²³	Regional framework contracts (financed from the national budget) with each RDA has been concluded and it will continue under Phare ESC 2004 – 2006 programmes. At the same time, the new law for regional development 315/2004, includes several possibilities for financing RDAs.	Priority E - Support to RDAs for implementation and monitoring of regional development programmes – service contract	Priority E - Support to RDAs for implementation and monitoring of regional development programmes – service contract	

²¹ ECOTEC – Interim Evaluation No. R/RO/ESC/0408 – 14 October 2004, Rec. #6

²² ECOTEC – Interim Evaluation No. R/RO/ESC/0408 – 14 October 2004, Rec. #8

²³ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, Rec. #1

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All future infrastructure projects be identified against clearer planning criteria with verifiable marketing, business and technical support documents. ²⁴	In the new call for proposals for large infrastructure projects, the content of an application is clearly defined. The list of projects to be prepared for financing under Phare 2004-06 will be made on clear selection criteria.	An open call for regional infrastructure projects was launched under Priority A.		
Further strengthen ASMEC's capacity to provide a strategic input to design and evaluate future SME programmes. ²⁵	Support is provided to NASMEC to strengthen its role in the sector. Improving the access to finance of SMEs start-ups and micro-enterprises, technical assistance in 2004.	Priority C - Support institutional, human resources and technical capacity of NASMEC to introduce and develop e-governance and to foster use of ITC by innovative SMEs – technical assistance - Improving business support services to SMEs – technical assistance	Priority C - Support at least 250 dynamic SMEs to develop e-business strategies – technical assistance - Improving business support services to SMEs – technical assistance - Improving the access to finance of SMEs start-ups and micro-enterprises – technical assistance	
Carefully design training and consulting schemes for SMEs and ensure implementation <u>prior to</u> launching of investment schemes for SMEs so as to stimulate improved business knowledge and facilitate access to investment funds. ²⁶	In this respect MEI and NASMEC closely co-operated in preparing the Phare 2004-2006 fiches and the SMEs projects proposed take into account this recommendation.	Priority C - Improving business support services to SMEs – technical assistance - Improving business support services to SMEs – grant scheme	Priority C - Improving business support services to SMEs – technical assistance - Improving business support services to SMEs – grant scheme	
To ensure a better understanding by prospective applicants of these two grant schemes (HRD and social services), ECD review effectiveness of advice and guidance on Phare Grant Scheme applicants, giving consideration for PRAG guidance notes to be	More assistance to be provided (by TA with MEI, and RDAs) for the future HRD grant schemes applicants Strengthening the capacity of MLSSF in the field of social assistance, including support for grant scheme implementation is provided under	Priority B - Support to MLSSF, NAE and final beneficiaries in the preparation of the HRD schemes promoting AEMs – technical assistance - Support to MLSSF, NAE and final beneficiaries in the implementation of the LLL grant scheme – technical	Priority B - Support to MLSSF, NAE and final beneficiaries for implementing the HRD schemes promoting AEMs – technical assistance - Support to MLSSF, NAE and final beneficiaries in the implementation of the LLL grant scheme – technical	

²⁴ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, Rec. #4

²⁵ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, new recommendation

²⁶ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, Rec. #6

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translated into Romanian language. ²⁷	2004 programme.	assistance - Support to MLSSF, NAE and final beneficiaries in the previous preparation of the HRD schemes promoting social inclusion measures – technical assistance	assistance - Support for awareness, appraisal and selection and monitoring the social inclusion projects – technical assistance
<p>Inter-ministerial ESC Steering Group meets at least 4 times annually and encourages partnerships amongst all stakeholders in ESC sector.²⁸</p> <p>The establishment of the Association of RDAs should be encouraged and then allocated a place on the ESC Inter-ministerial Committee.²⁹</p> <p>The RDBs should be strengthened and their representation broadened to include private sector, union and other key non-political regional organisations.³⁰</p>	<p>The ESC National Steering Committee is established as a consultative body for the Phare ESC programmes' design and monitoring. The RDAs are also represented in this committee.</p> <p>It meets twice a year and is supported by 3 ESC Sub-Committees, which meet quarterly. The last meetings of the Phare ESC National Steering Committee and the HR Sub-Steering Committee have been taking place in May 2005..</p> <p>The Law 315/2004 on regional development is related, inter alia, to strengthening the role and composition of the RDBs.</p>	<p>Priority E - National twinning for regional programmes implementation – twinning</p>	<p>Priority E - Support RDAs capacities development as Intermediate Bodies – technical assistance - Preparing the structures involved in INTERREG/ NEIGHBOURHOOD instrument programmes – twinning</p>
Economic and Social Cohesion projects identified and promoted under the NDP are delivered through a strengthened Regional	Regional framework contracts (financed from the national budget) with each RDA has been concluded and it will continue under Phare ESC	<p>Priority E - Support to RDAs for implementation and monitoring of regional development programmes – service contract</p>	<p>Priority E - Support to RDAs for implementation and monitoring of regional development programmes – service contract</p>

²⁷ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, Rec. #7

²⁸ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, Rec. #8

²⁹ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, Rec. #9

³⁰ EMS Interim Evaluation No. R/RO/ESC/03038 – 18 November 2003, Rec. #10

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<p>Development Agency Network, by the MEI.³¹</p> <ul style="list-style-type: none"> - Seeking additional core funding for RDAs from central Government, alongside the funds provided by local authorities; - Ensuring that local authority funding contributions are paid in full on the basis of quarterly payments and not, as is the current practice, on an irregular "ad hoc" basis; - Monitor RDAs to ensure that sufficient resources, vehicles and telecommunications are being made available to effectively monitor regional/local projects. 	<p>2004 – 2006 programmes. At the same time, the new law for regional development 315/2004, includes several possibilities for financing RDAs.</p>			
<p>The existing strategies for the Small and Medium-sized Enterprises are effectively implemented by more clearly establishing the responsibilities of the new Agency for Small and Medium Sized Enterprises (ASMEC), and that this agency:³²</p> <ul style="list-style-type: none"> - Co-ordinates all existing and proposed SME grant schemes (Phare and other donor activities); - Promotes regular ex-ante, interim and ex-post evaluations to ensure the development of best value and best practice 	<p>Phare ESC 2004-06, Priority C concerning support to SMEs sector was designed by NASMEC in collaboration with MEI. Support is provided to NASMEC to strengthen its role in the sector.</p> <p>Improving the access to finance of SMEs start-ups and micro-enterprises, support is provided in 2004.</p>	<p>Priority C</p> <ul style="list-style-type: none"> - Support institutional, human resources and technical capacity of NASMEC to introduce and develop e-governance and to foster use of ITC by innovative SMEs – technical assistance - Improving business support services to SMEs – technical assistance 	<p>Priority C</p> <ul style="list-style-type: none"> - Support at least 250 dynamic SMEs to develop e-business strategies – technical assistance - Improving business support services to SMEs – technical assistance - Improving the access to finance of SMEs start-ups and micro-enterprises – technical assistance 	

³¹ EMS Country Evaluation Review of Phare support allocated in 1999-2002 and implemented until July 2003 – July 2004, Rec. #8

³² EMS Country Evaluation Review of Phare support allocated in 1999-2002 and implemented until July 2003 – July 2004, Rec. #9

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programmes, ensuring the timely transfer of “lessons learnt” to the design and management of future SME programmes.				
Large-scale, ‘structural-type’ projects need to be carried out by those organizations with proven project management experience. Too often, good practice from efficient ministries are not being fully utilized to influence future policies and to generate ‘pipeline’ projects reflecting the policies, management and application of funds in advance of Structural Funds. Also, there is a limited availability of civil service staff with good experience in preparing Phare projects. Therefore, NAC should promote the regular training of beneficiaries in the preparation of project documents, as well as providing training support to relevant authorities. ³³	Training for all Managing Authorities is provided, as well as project pipeline preparation facility was included. Site supervision projects will also provide support for monitoring large infrastructure projects.	Priority A - Project Preparation Facility – technical assistance - Infrastructure site supervision – technical assistance Priority D - Environment project preparation scheme – grant scheme - Support for implementing the environment grant schemes – technical assistance Priority E - Training at national and regional levels to enhance Structural Funds’ ROP absorption capacity – technical assistance - Support in the preparation of the administrative structures to take on the responsibilities of SOP Competitiveness management, including training – technical assistance - Providing training programmes for SOP Transport management – technical assistance - Providing training programmes for SOP Environment management – technical assistance - Environment project pipeline development – technical assistance	Priority A - Project Preparation Facility – technical assistance - Infrastructure site supervision – technical assistance Priority D - Environment project preparation scheme – grant scheme - Support for implementing the environment grant schemes – technical assistance Priority E - Preparing the structures involved in INTERREG/ NEIGHBOURHOOD instrument programmes – twinning - Assistance for preparation of projects pipeline for SOP Competitiveness – technical assistance - Training of staff and procedures development for SOP Competitiveness management – technical assistance - Providing training programmes for SOP Transport management – technical assistance - Transport project pipeline development – technical assistance - Environment project pipeline development – technical assistance	

³³ EMS Country Evaluation Review of Phare support allocated in 1999-2002 and implemented until July 2003 – July 2004, Lesson #3