

## Standard Summary Project Fiche for the Transition Facility

### 1. Basic information

**1.1. CRIS Number:** 2007/019-303.05.12

Twinning contract BG/07/IB/JH/11

**1.2 Title:** Elaboration and strengthening of the Human Resources Management System in the Ministry of Interior as a factor in the fight against corruption among its personnel

**1.3 Sector:**

Justice and Home Affairs

**1.4 Location:**

Republic of Bulgaria, Ministry of Interior, Human Resources Directorate

### 2. Objectives

#### 2.1. Overall Objective(s)

Raising public trust in the Ministry of the Interior (MoI) and ensuring sustainability of the Human Resources Management System as a factor in the fight against corruption among its personnel.

#### 2.2. Project purpose

Provision of Methodologies for corruption risk measurement and prevention in the Human Resources Management at the Ministry of Interior.

#### 2.3. Justification:

EC global assessment: *"Further progress is still necessary in the area of judicial reform and the fight against organised crime and corruption."*

*"Bulgaria needs to ensure the sustainability of public administration reform."*

(as stated in the Comprehensive Monitoring Report of September 26, 2006 for Bulgaria)

Benchmarks to be addressed by Bulgaria:

- Conduct and report on professional, non-partisan investigations into allegations of high-level corruption.
- Report on internal inspections of public institutions and on the publication of assets of high-level officials.
- Take further measures to prevent and fight corruption, in particular at the borders and within local government.

*"There is a need to step up efforts in the pursuit of judicial reform and the fight against corruption and organised crime."*

(as stated in the Report on Bulgaria's progress on accompanying measures following Accession of June 27, 2007- Communication from the Commission to the Council and the European Parliament)

### 3. Description

#### 3.1. Background and justification

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In the Report on Bulgaria's progress on accompanying measures following Accession of June 27, 2007, the European Commission concludes that *"The Bulgarian Government is committed to judicial reform and cleansing the system of corruption and organised crime."* As a result, *"Bulgaria has stepped up efforts at the highest levels in the fight against corruption and organised crime."*

In the Comprehensive Monitoring Report of September 26, 2006 for Bulgaria the European Commission generally concludes that *"further progress is still necessary in the area of judicial reform and the fight against organised crime and corruption."*

Particularly it states that: *"Corruption remains a problem. The public administration, including tax collecting agencies at the border and local government remain particularly vulnerable."*

The areas highlighted as needing immediate action or further efforts in the field of Justice and Home Affairs for Bulgaria remain the justice system, the fight against corruption, police cooperation, the fight against organised crime and money-laundering.

The implementation of EU *acquis* in the field of Justice and Home Affairs constitutes a vital part of the overall process of Bulgaria's accession to EU. In order to properly address this issue, with a view to optimise the recruitment, qualification and career development of MoI personnel and to meet the EU standards in this area, the leadership of the Ministry of Interior implemented a grand reform on the legal framework and the mechanisms and procedures applied in the field of human resources management.

As a result of an already completed Twinning Project under EU PHARE Programme BG 0203.03: *"Creation of a unified system for human resources evaluation, qualification and development in the Ministry of the Interior"*, the following benchmarks have been met:

- Since May 2006 a new **Act of MoI** has been adopted and in force which stipulates the implementation of a completely new model for professional career and introduces EU best standards on HR Management, which open the Ministry of the Interior to the public and create an organisational environment for the selection of the best high-qualified and motivated staff. This will ensure sustainability of the civil service in MoI.
- A Concept and a Plan for the introduction of the **Management by Objectives /MbO/ System**, developed and endorsed by the leadership of MoI. Its legislative and budgetary implementation in 2007 foreseen.
- A project for the construction of the **Automated Information System for Human Resources Management (HRMAIS)** delivered. All technical equipment (software and hardware) necessary for the purpose has been delivered and distributed at workstations.
- **Regional Recruitment Centres** and **Correspondence Training Centres** created with a view to implement the new principles on Human Resources Management in MoI.
- A new **Public Relations policy of MoI** elaborated and endorsed.

After the project completion, all achievements have been introduced and put into practice but there still remains the need of the long-term consolidation and reinforcement of the Human Resources Management System. Efforts for optimisation of the work of the **Regional Recruitment Centres** and the **Units for monitoring and control by the Management by Objectives /MbO/ System** should continue by strengthening their administrative capacity. The practical implementation of the new Professional Career Model requires from the ministry to raise its potential of expertise and administrative skills which will lead to a more effective Human Resources Management and a decrease in the corruption risk as MoI strategic goals.

The elaboration of the Human Resources Management and the reduction of the corruption risk in MoI will be achieved through taking rational measures towards effective internal control, optimised selection procedures and efficient Management by Objectives.

In order to implement EC's recommendations about the need of immediate action in the fight against corruption, and with a view of improvement of the new Human Resources management system, the control over the corruption behavior, the status of discipline and the implementation of a unified disciplinary practice as a career development regulator, the Ministry of Interior considers that the implementation of a

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new Twinning project would be a guarantee for the successful prevention and the effective fight against corruption among MoI personnel.

### 3.2. Linked activities

- **National strategy on transparent management, corruption prevention and counteraction for the period 2006 – 2008.**
- **Twinning Light** Project under PHARE Programme BG/IB2001/JH/01/TLF “*Harmonisation of the Human Resource Management System of the MoI – first stage: Recruitment*”, beneficiary – Human Resources Directorate of MoI.
- **Twinning** Project under PHARE Programme BG 0203.03 “*Creation of a unified system for human resources evaluation, qualification and development in the Ministry of the Interior*”, beneficiary – Human Resources Directorate of MoI.
- **Twinning** Project under PHARE Programme BG 0203.02 “*National Anti-corruption Strategy implementation: development of a unified system for counteracting corruption at MoI*”, beneficiary – Inspectorate Directorate of MoI.

### 3.3. Results

The results to be achieved by the implementation of this project follow into two contracts:

#### CONTRACT 1 - Twinning

##### Component 1:

##### Provision of Methodology on unified disciplinary practice for counteracting acts of corruption in MoI.

- Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of imposing disciplinary sanctions as a measure to improve the efficiency in counteracting corruption in the Human Resources Management at MoI.
- A **Draft Paper** developed on the amendment of the current legal base in MoI to ensure implementation of the best EU practices of imposing disciplinary sanctions with the purpose of restricting the corruption among MoI personnel.
- Qualified administrative machine of the specialized units in charge of the discipline status control, implementation of the disciplinary practice against acts of corruption in MoI.
- Optimised institutional model for investigation and imposing disciplinary sanctions as a regulator of the corruption risk and the career development of MoI personnel.
- Sustainability ensured of the implemented Human Resources Management reform in MoI by optimised and unified disciplinary practice in the main structural units. Analyses based on statistical data about acts of corruption, published in the Monthly Bulletin on the state of the discipline and the disciplinary practice at MoI.
- Code of Ethics on MoI civil servants’ behaviour upgraded and supplemented as a factor for the prevention of acts of corruption.
- **Methodology** drafted on the implementation of disciplinary proceedings in case of findings of acts of corruption among MoI personnel.
- Tests on loyalty and evaluation of the corruption aptitude of the high, leading, experts and executive personnel in the vulnerable to corruption pressure structures of MoI.
- Tests on loyalty and evaluation of the corruption aptitude of the newly-recruited personnel after their one-year probation period.
- Gained knowledge and developed requirements for the Modulus “Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel” under the subsystem “Discipline and Disciplinary Practice” of HRMAIS.

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**Component 2:****Institutional, organisational and methodological reinforcement of the Regional Recruitment Centres for candidates applying for civil service at MoI**

- Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of corruption aptitude evaluation for candidates applying for civil service at MoI.
- Qualified administrative machine of the Regional Recruitment Centres in the field of corruption aptitude evaluation for candidates applying for civil service at MoI.
- Organisation scheme in the Regional Recruitment Centres when conducting competition and selection procedures for candidates applying for civil service at MoI, optimised in line with EU standards and best practices.
- **Draft Legal Paper** developed on the functions and the activity of the Regional Recruitment Centres.
- Tests on loyalty and evaluation of the corruption aptitude of the candidates applying for civil service at MoI and MoI personnel at the time of their one-year probation period.
- Evaluation of the activity of the Regional Recruitment Centre, based on the analysis of the results from the imposed disciplinary penalties, related to acts of corruption of newly-recruited personnel at the time of their probation period.

**Component 3:****Expansion of Management by Objectives /MbO/ System capacity for personnel stimulation by additional remuneration according to its service performance with the purpose of prevention of the corruption risk**

- Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of corruption risk evaluation and prevention.
- **Draft Regulation** on personnel stimulation by differentiated additional remuneration according to its service performance with the purpose of prevention of the corruption risk in line with EU best practices.
- **Draft Methodology** on the definition of certain criteria and indicators for performance and corruption risk evaluation for each field of operation of MoI structural units and for an individual assessment of their civil servants in line with EU best practices..
- Improved qualification of the leading staff-participants and the personnel of the Units for Monitoring and Control, involved in the activities related to MbO System implementation for evaluation and development of measures to reduce the corruption risk for MoI personnel through specialized training.
- Gained knowledge and developed requirements for the Modulus "Corruption risk monitoring" under the subsystem "Management by Objectives /MbO/ System" of HRMAIS.

**Component 4:****Upgrade (correction and elaboration) of the Automated Information System for Human Resources Management (HRMAIS) in order to enhance the effectiveness of the prevention and counteraction of corruption in MoI**

- Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of designing modula for automated monitoring of the critical factors in the Human Resources Management.
- **Delivery Plan** drafted for the Modulus "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel" under the subsystem "Discipline and Disciplinary Practice" of HRMAIS.;
- Upgraded documentation (final user documentation, exploitation documentation and a report on success critical factors) for corrected Automated Information System for Human Resources Management (HRMAIS) by designing a Modulus "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel" under the subsystem "Discipline and Disciplinary Practice" of HRMAIS.

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- **Delivery Plan** drafted for the Modulus “Corruption risk monitoring” under the subsystem “Management by Objectives /MbO/ System” of HRMAIS.
- Upgraded documentation (final user documentation, exploitation documentation and a report on success critical factors) for corrected Automated Information System for Human Resources Management (HRMAIS) by designing a Modulus “Corruption risk monitoring” under the subsystem “Management by Objectives” of HRMAIS.

## **CONTRACT 2: Technical Equipment Supply**

Technical equipment (hardware) delivered – devices for transferring and processing data, classified as State secret and IT-equipment, used in the construction of the Automated Information System for Human Resources Management (HRMAIS).

### **3.4. Activities:**

The activities to be implemented under this project follow into two contracts comprising the following components:

## **CONTRACT 1 - Twinning**

### **Component 1:**

#### **Provision of Methodology on unified disciplinary practice for counteracting acts of corruption in MoI**

- Study the best European practices in some Member States law-enforcement bodies in the field of imposing disciplinary sanctions as a measure to improve the efficiency in counteracting corruption in the Human Resources Management at MoI.
- Elaboration of the current legal base in order to ensure the implementation of the best EU practices of imposing disciplinary sanctions with the purpose of restricting the corruption among MoI personnel.
- Delivery of training for the specialized units in charge of the discipline status control, the implementation of disciplinary practice and counteracting corruption in MoI.
- Elaboration of the subsystem “Discipline and Disciplinary Practice” of HRMAIS in the part concerning the disciplinary offences and disciplinary penalties imposed, related to corruption behaviour among MoI personnel. Development of **Technical specifications** for a Draft of an integrated Modulus
- Improvement of the qualification of the disciplinary-investigating and the leading disciplinary-penal bodies on corruption prevention and counteraction in MoI.
- Development of requirements for the Modulus “Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel” under the subsystem “Discipline and Disciplinary Practice” of HRMAIS.
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### **Component 2:**

#### **Institutional, organisational and methodological reinforcement of the Regional Recruitment Centres for candidates applying for civil service at MoI**

- Study the best European practices in some Member States law-enforcement bodies on the Selection procedure and the evaluation of the corruption aptitude of candidates applying for civil service at MoI and MoI personnel at the time of their probation period.
- Optimisation of the Selection practice for candidates applying for civil service at MoI by introducing criteria for corruption aptitude evaluation.
- Improvement of the qualification of the personnel in charge of the implementation of the Personnel Selection system in MoI.
- Development of **Draft Legal Paper** on the functions and the activity of the Regional Recruitment Centres.

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- Development of tests on loyalty and evaluation of the corruption aptitude of the candidates applying for civil service at MoI and MoI personnel at the time of their probation period.

### **Component 3:**

**Expansion of Management by Objectives /MbO/ System capacity for personnel stimulation by additional remuneration according to its service performance with the purpose of prevention of the corruption risk**

- Study the best EU practices in some Member States law-enforcement bodies in the field of corruption risk evaluation and prevention.
- Development of a **Draft Regulation** on personnel stimulation by differentiated additional remuneration according to its service performance with the purpose of prevention of the corruption risk in line with EU best practices.
- Development of a **Draft Methodology** on the definition of certain criteria and indicators for performance and corruption risk evaluation for each field of operation of MoI structural units and for an individual assessment of their civil servants in line with EU best practices.
- Development of **Technical specifications** for a Draft of an Integrated Modulus "Corruption risk monitoring" under the AIS for the needs of the Management by Objectives System.
- Delivery of training for the leading staff-participants and the personnel of the Units for Monitoring and Control, involved in the process of the performance management and evaluation for the implementation of Management by Objectives /MbO/ System as a means of corruption risk evaluation among MoI personnel.
- Development of requirements for the Modulus "Corruption risk monitoring" under the subsystem "Management by Objectives /MbO/ System" of HRMAIS.

### **Component 4:**

**Upgrade (correction and elaboration) of the Automated Information System for Human Resources Management (HRMAIS) in order to enhance the effectiveness of the prevention and counteraction of corruption in MoI.**

- Study the best EU practices in some Member States law-enforcement bodies in the field of designing modula for automated monitoring of the critical factors in the Human Resources Management.
- Development of documentation and a report on success critical factors for the Modulus "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel" under the subsystem "Discipline and Disciplinary Practice" of HRMAIS.
- Development of documentation and a report on success critical factors for the Modulus "Corruption risk monitoring" under the subsystem "Management by Objectives System" of HRMAIS.
- Development of a **Delivery Plan** for the Modulus "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel" under the subsystem "Discipline and Disciplinary Practice" of HRMAIS.;
- Development of a **Delivery Plan** for the Modulus "Corruption risk monitoring" under the subsystem "Management by Objectives /MbO/ System" of HRMAIS.
- Development of a **Training Plan** for training the users of the modula "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel" and "Corruption risk monitoring" of the Automated Information System for Human Resources Management.

### **CONTRACT 2: Technical Equipment Supply**

Expansion of the technical capacity of the Automated Information System for Human Resources Management (HRMAIS) by the delivery of technical equipment (hardware) - devices for transferring and processing data classified as State secret and IT-equipment.

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During the implementation of the above-mentioned activities, all suitable forms of training, such as: study visits, expert-level workshops, seminars, assessment missions, etc. shall be used, which will be a guarantee that MoI personnel acquires the necessary qualification to ensure sustainability of the Human Resources Management System of the Ministry of the Interior as a factor in the fight against corruption among its personnel.

### **Resident Twinning Advisor (RTA)**

For the implementation of the project one Resident Twinning Advisor (RTA) will be needed. He/She shall be supported by short-term and/or mid-term experts from the EU Member States.

### **RTA background (qualifications)**

The RTA must be a public sector expert, high-qualified in all subject matters covered by the Twinning arrangement and he/she must have good management skills. He/she must have over 5 years professional experience in Human Resources Management and be well acquainted with the mechanisms and resources, needed for Personnel Selection, Career development, Management by Objectives (MbO) System implementation and corruption risk management in Police structures. Experience in AIS delivery will be a comparative advantage.

More specifically, the RTA:

- (i) shall have sound theoretical knowledge and practical experience in the areas, related to Human Resources Management in Police structures;
- (ii) should be a public sector expert;
- (iii) shall be familiar with the social and cultural environment of Eastern European countries;
- (iv) shall be fluent in English.

### **RTA tasks will be:**

- to watch the coherence and the continuity of the successive inputs and the on-going progress;
- to maintain an overall view of the progress of the project;
- to guarantee smooth implementation of the different activities delivered;
- to evaluate continuously the Twinning-project in all stages and to compare it with the specified benchmarks and timeframe;
- to prepare the material for regular monitoring and reporting;
- to make recommendations for further improvements of the legislation in the area of the Human Resources and corruption risk management;
- to make recommendations on the organisational structure optimization in areas, where certain gaps in the existing systems have been revealed during the project implementation.

### **Short-term and mid-term experts (STE/MTE)**

Areas, not directly covered by the RTA, can be taken over by short-term or mid-term experts /STE, MTE/ within the limits of the budget.

STE/MTE must be public sector experts and must have at least 3 years of experience in the subjects of the planned activities.

More specifically, they will implement training delivery tasks.

### **Project Steering Committee**

#### **Responsibilities:**

- Strategic direction
- Co-ordination and integration

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- Resource management
- Monitoring progress
- Offer guidance and advice
- Ensure achievement of key results

#### Membership:

- Candidate Country and Member State Project Leaders
- Resident Twinning Advisor
- CFCU representative (observer)
- Invited members of Project Management Team when necessary
- Member of the Commission for the Prevention and Counteraction of Corruption

#### Method:

- Joint (BC and MS Project leaders) stewardship of the Project
- Quarterly 1-day meetings in Sofia to discuss and approve respective quarterly report /QR/
- RTA liaises with both Project Leaders and drafts Agenda and QR, then distributes drafts at least one week in advance of each meeting.
- Discussion and resolving of any unforeseen difficulties arising during the previous work period and proposals to rectify situations, together with proposal for amendments, or updates if necessary, to project Work Schedule and Budget.

### 3.5. Lessons learned

The Ministry of the Interior has acquired significant experience related to the management and implementation of projects under PHARE Programme. The current project will build up on the results, achieved by ongoing or completed PHARE projects in the relevant fields and the on-going National Strategy on transparent management, corruption prevention and counteraction for the period 2006 - 2008.

### 4. Institutional framework

The main project beneficiary will be the Ministry of Interior of Bulgaria and in more concrete terms the Human Resources Directorate. The Human Resources Directorate will co-ordinate the implementation of all activities under the four main components.

The Human Resources Directorate of MoI will ensure a management team, which will handle all aspects of implementation and co-ordination of the project within the Ministry and with other relevant institutions. The Human Resources Directorate of MoI will work in close co-operation with the CFCU.

*Owner of the asset, obtained under the Investment Component for Technical Equipment Supply, will be the Ministry of Interior of Bulgaria.*

### 5. Detailed budget

€ M	Transition Facility support			Co-financing			Total cost
	Investment	Institution Building	Total Transition Facility (=I+IB)	National Public Funds (*)	Other Sources (**)	Total co-financing of the project	TF plus cofinancing
contract 1 Twinning		0,90	0,90	*		*	0,90
contract 2	0,60		0,60	0,20		0,20	0,80



Supply							
<b>Total</b>	<b>0,60</b>	<b>0,90</b>	<b>1.50</b>	<b>0,20</b>		<b>0,20</b>	<b>1.70</b>

\* National Co-financing of up to 10% for the twinning component will be ensured by the National Fund Directorate. To ensure smooth implementation of the project, the beneficiary will provide adequately equipped office space with telephone, PC (Internet) and fax. Photocopier and access to the necessary information as well as secretarial support will be ensured during the project life-time. In addition the beneficiary will provide space, facilities and training materials for workshops (training), consultations and seminars. The national co-financing will be specified in the twinning contract.

(\*) Contributions from National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises. All the co-financing is joint co-financing and will be provided from the state budget. The requested sum will be earmarked for the beneficiary institution in its budgetary appropriations for the year 2008-2009. In the case where the final overall cost is lower than foreseen in the project fiche, the national public and Transition Facility co-financing shall be reduced proportionally so as to maintain the agreed rate of co-financing.

(\*\*) Private funds, FIs loans to private entities.

## 6. Implementation Arrangements

### 6.1. Implementing Agency (IA)

The Central Contract and Finance Unit at the Ministry of Finance is responsible for tendering, contracting and financial management of the projects.

The Human Resources Directorate of MoI will elaborate the technical specifications. It will nominate experts to participate in the evaluation of tenders and to monitor the equipment delivery, installation and configuration.

The arrangements, related to the technical equipment supply delivery under this project, will be implemented by the Human Resources Directorate of MoI.

Purchase of equipment is subject to the national public procurement rules. Tendering will be done by the Central Financing and Contracting Unit, situated in the Ministry of Finance.

- **IA contacts:**

Mr L. Tushanov  
Director of CFCU  
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- **SPO:**

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### 6.2. Twinning

The Twinning Manual will apply for the Twinning component of this project.

The Project Beneficiary is the Human Resources Directorate of the Ministry of Interior.

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**PROJECT MANAGEMENT COMMITTEE (BC):**

• **Project Leader (PL):**

Mr Nikolay Nikolov  
Director of Human Resources Directorate  
Ministry of Interior  
29, Shesti Septemvri Str.  
Sofia 1000, Bulgaria  
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The Bulgarian Project Leader shall direct the implementation of the project and shall be responsible for the substance and the progress of the project.

• **Leading Project Coordinator:**

Mr Valentin Chuturkov  
Deputy Director of Human Resources Directorate  
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Sofia 1000, Bulgaria  
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Fax: +3592/987 9661

• **Project Coordinator:**

Mr Svetozar Ermenkov  
Head of Professional Training Sector  
Human Resources Directorate  
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• **Project Organisation Assistant:**

Ms Petya Pencheva  
Specialist at the Professional Training Sector  
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The Leading Project Coordinator, the Project Coordinator and the Project Organisation Assistant will work on a day-to day basis with the RTA.

**6.3. Non-standard aspects**

N.A.

**6.4. Contracts**

The project implementation will be done through two contracts – a Twinning and an Investment contract.

**Contract 1** – one Twinning contract – 900 000 EUR.

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**Contract 2** – one Supply contract – for delivery of for technical equipment (hardware) - devices for transferring and processing data classified as State secret and IT-equipment. The estimated value is 800 000 EUR. If the supply is tendered in lots, this may result in more than one contract signed covering the different lots.

## 7. Implementation schedule

### 7.1 Start of tendering/call for proposals

(call for proposals regarding the selection of twinning partner)

Twinning: fourth quarter of year 2007

Supply: fourth quarter of year 2008

### 7.2. Start of project activity

Twinning contract duration: from 1<sup>st</sup> May 2008 to 30<sup>th</sup> April 2010 (24 months)

Supply: First quarter of year 2009

### 7.3. Project completion

April 2010

## 8. Sustainability

The Beneficiary has foreseen:

- The adequate staff and financial resources to maintain administrative function under project implementation;
- Coverage of costs for technical equipment maintenance and up-date, if necessary.

## 9. Conditionality and sequencing

- The project is a logical continuation of the previous PHARE projects in the field and of the efforts of the Bulgarian state, the implementation of the National strategy for transparent management, corruption prevention and counteraction for the period 2006 – 2008, as well as the efforts of the Bulgarian state to implement EC's recommendations about the need of further progress in the fight against corruption as stated in the Comprehensive Monitoring Report of September 26, 2006 for Bulgaria.
- The beneficiary institution has to partner continuously the TF experts' team by the implementation of the project activities.
- It is expected full co-ordination and transparency in the work of all key players involved.
- Ministry of Interior designates a project coordination team.

## 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;
4. Needs assessment.

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## ANNEX I

## LOGFRAME PLANNING MATRIX

<b>Elaboration and strengthening of the Human Resources Management System in the Ministry of Interior as a factor in the fight against corruption among its personnel</b>		Programme name and number: Transition Facility <b>2007/019-303.05.12</b>	
		Contracting period expires: 15 December 2009	End of execution of contracts period expires: 15 December 2010
		Total Budget: EUR 1 700 000	TF contribution: EUR 1 500 000

Overall Objective	Objectively verifiable indicators	Sources of Verification
<ul style="list-style-type: none"> <li>Raising public trust in the Ministry of the Interior (MoI) and ensuring sustainability of the Human Resources Management System as a factor in the fight against corruption among its personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Steady functioning Human Resources Management System of the Ministry of the Interior.</li> <li>Improved motivation and reduced corruption risk of the human resources in MoI.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Reports of the European Commission in the field of Justice and Home Affairs;</li> <li>TF Quarterly Reports;</li> <li>Statistical analysis of human resources dynamics and the ministerial practice on corruption risk management;</li> <li>Other documents/ analyses / reports on the disciplinary practice status concerning the acts of corruption in MoI.</li> </ul>

Project Purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> <li>Provision of Methodologies for corruption risk measurement and prevention in the Human Resources Management at the Ministry of Interior.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of Methodology on unified disciplinary practice for counteracting acts of corruption in MoI.</li> <li>Institutional, organisational and methodological reinforcement of the Regional Recruitment Centres for candidates applying for civil</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Reports of the EC in the field of Justice and Home Affairs;</li> <li>TF Quarterly Reports;</li> <li>Other documents/ analyses / reports on the disciplinary practice status concerning the acts of corruption in MoI;</li> <li>Researches and analyses conducted by the monitoring bodies on the progress</li> </ul>	<p>The project will be an invariable part of the implementation of:</p> <ul style="list-style-type: none"> <li>The EC recommendations/benchmarks from the Comprehensive Monitoring Report of September 26, 2006;</li> <li>National Strategy for transparent management, corruption prevention and counteraction for the period 2006 – 2008;</li> <li>Priorities of MoI on the implementation of</li> </ul>

	<p>service at MoI;</p> <ul style="list-style-type: none"> <li>• Expansion of Management by Objectives /MbO/ System capacity for personnel stimulation by additional remuneration according to its service performance with the purpose of prevention of the corruption risk;</li> <li>• Upgrade (correction and elaboration) of the Automated Information System for Human Resources Management (HRMAIS) in order to enhance the effectiveness of the prevention and counteraction of corruption in MoI.</li> </ul>	<p>of the Republic of Bulgaria as a new EU Member State;</p> <ul style="list-style-type: none"> <li>• MoI internal regulations endorsed by the leadership;</li> <li>• Verification and certification documents under the Technical Equipment Supply contract.</li> </ul>	the National Anti-corruption Strategy.
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Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<b>Contract 1-Twinning</b> <b>Component 1:</b> <b>Provision of Methodology on unified disciplinary practice for counteracting acts of corruption in MoI;</b>	<p><b>Contract 1-Twinning</b></p> <ul style="list-style-type: none"> <li>• Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of imposing disciplinary sanctions as a measure to improve the efficiency in counteracting corruption in the Human Resources Management at MoI.</li> <li>• <b>A Draft Paper</b> developed on the amendment of the current legal base in MoI to ensure implementation of the best EU practices of imposing disciplinary sanctions with the purpose of restricting the</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Reports of the EC in the field of Justice and Home Affairs;</li> <li>• TF Quarterly Reports;</li> <li>• Statistical analysis of human resources dynamics and the ministerial practice on corruption risk management;</li> <li>• Other documents/ analyses / reports on the disciplinary practice status concerning the acts of corruption in MoI;</li> <li>• Researches and analyses conducted by the monitoring bodies on the progress of the Republic of Bulgaria as a new EU Member State;</li> <li>• MoI internal regulations endorsed by the leadership;</li> <li>• Verification and certification documents under the Technical Equipment Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent commitment to the project implementation by MoI leadership, the beneficiary and the executive staff involved in the project.</li> <li>• The improvement of the officials' professional qualification in the project key areas should be considered as an essential tool and prerequisite for its implementation.</li> <li>• Timely delivery of the Technical equipment is a key condition for the project successful implementation.</li> <li>• The project results will ensure the optimization of the Human Resources Management System of the Ministry of the Interior (MoI) as a factor in the fight against corruption among its personnel in line with EU best practices.</li> </ul>

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<p><b>corruption among Mol personnel.</b></p> <ul style="list-style-type: none"> <li>• Qualified administrative machine of the specialized units in charge of the discipline status control, implementation of the disciplinary practice against acts of corruption in Mol.</li> <li>• Optimised institutional model for investigation and imposing disciplinary sanctions as a regulator of the corruption risk and the career development of Mol personnel.</li> <li>• Sustainability ensured of the implemented Human Resources Management reform in Mol by optimised and unified disciplinary practice in the main structural units. Analyses based on statistical data about acts of corruption, published in the Monthly Bulletin on the state of the discipline and the disciplinary practice at Mol.</li> <li>• Code of Ethics on Mol civil servants' behaviour upgraded and supplemented as a factor for the prevention of acts of corruption.</li> <li>• <b>Methodology</b> drafted on the implementation of disciplinary proceedings in case of findings of acts of corruption among Mol personnel.</li> <li>• Tests on loyalty and evaluation of the corruption aptitude of the high, leading, experts and executive personnel</li> </ul>	<p><b>contract;</b></p> <ul style="list-style-type: none"> <li>• User manuals;</li> <li>• Training Plan for training users;</li> <li>• Final user documentation;</li> <li>• Exploitation documentation;</li> <li>• Success critical factors report.</li> </ul>	
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<p><b>Component 2:</b> Institutional, organisational and reinforcement of the Regional Recruitment Centres for candidates applying for civil service at Mol;</p> <p><b>FINAL</b></p>	<p>in the vulnerable to corruption pressure structures of Mol.</p> <ul style="list-style-type: none"> <li>• Tests on loyalty and evaluation of the corruption aptitude of the newly-recruited personnel after their one-year probation period.</li> <li>• <b>Technical specifications</b> drafted for the Modulus “Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among Mol personnel” under the subsystem “Discipline and Disciplinary Practice” of HRMAIS.</li> <li>• Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of corruption aptitude evaluation for candidates applying for civil service at Mol.</li> <li>• Qualified administrative machine of the Regional Recruitment Centres in the field of corruption aptitude evaluation for candidates applying for civil service at Mol.</li> <li>• Organisation scheme in the Regional Recruitment Centres when conducting competition and selection procedures for candidates applying for civil service at Mol, optimised in line with EU standards and best practices.</li> <li>• <b>Draft Legal Paper</b></li> </ul>	
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<p><b>Component 3:</b>  <b>Expansion of Management by Objectives /MbO/ System capacity for personnel stimulation by additional remuneration according to its service performance with the purpose of prevention of the corruption risk;</b></p>	<p>developed on the functions and the activity of the Regional Recruitment Centres.</p> <ul style="list-style-type: none"> <li>• Tests on loyalty and evaluation of the corruption aptitude of the candidates applying for civil service at Mol and Mol personnel at the time of their one-year probation period.</li> <li>• Evaluation of the activity of the Regional Recruitment Centre, based on the analysis of the results from the imposed disciplinary penalties, related to acts of corruption of newly-recruited personnel at the time of their probation period.</li> <li>• Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of corruption risk evaluation and prevention.</li> <li>• <b>Draft Regulation</b> on personnel stimulation by differentiated additional remuneration according to its service performance with the purpose of prevention of the corruption risk in line with EU best practices.</li> <li>• <b>Draft Methodology</b> on the definition of certain criteria and indicators for performance and corruption risk evaluation for each field of operation of Mol structural units and for an individual assessment of their</li> </ul>	
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<p>Component 4: Upgrade (correction and elaboration) of the Automated Information System for Human Resources Management (HRMAIS) in order to enhance the effectiveness of the prevention and counteraction of corruption in MoI.</p>	<p>civil servants in line with EU best practices...</p> <ul style="list-style-type: none"> <li>Improved qualification of the leading staff-participants and the personnel of the Units for Monitoring and Control, involved in the activities related to MbO System implementation for evaluation and development of measures to reduce the corruption risk for MoI personnel through specialized training.</li> <li><b>Technical specifications</b> drafted for the Modulus "Corruption risk monitoring" under the subsystem "Management by Objectives /MbO/ System" of HRMAIS.</li> </ul>	<ul style="list-style-type: none"> <li>Reports delivered on the study of the best EU practices in some Member States law-enforcement bodies in the field of designing modula for automated monitoring of the critical factors in the Human Resources Management.</li> <li><b>Delivery Plan</b> drafted for the Modulus "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among MoI personnel" under the subsystem "Discipline and Disciplinary Practice" of HRMAIS.;</li> <li>Upgraded documentation (final user</li> </ul>		
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<p><b>Contract 2 – Technical Equipment Supply</b></p>	<p>documentation, exploitation documentation and a report on success critical factors) for corrected Automated Information System for Human Resources Management (HRMAIS) by designing a Modulus “Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among Mol personnel” under the subsystem “Discipline and Disciplinary Practice” of HRMAIS.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Plan</b> drafted for the Modulus “Corruption risk monitoring” under the subsystem “Management by Objectives /MbO/ System” of HRMAIS.</li> <li>• Upgraded documentation (final user documentation, exploitation documentation and a report on success critical factors) for corrected Automated Information System for Human Resources Management (HRMAIS) by designing a Modulus “Corruption risk monitoring” under the subsystem “Management by Objectives” of HRMAIS.</li> </ul>		
<p><b>Contract 2 – Technical Equipment Supply</b></p>	<p><b>Contract 2 – Technical Equipment Supply</b> Technical equipment delivered – devices (hardware) for transferring and processing data</p>		

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	classified as State secret and IT-equipment, used in the construction of the Automated Information System for Human Resources Management (HRMAIS).		
Activities	Means	Project Progress reports.	Assumptions
<b>Contract 1-Twinning</b> - Study the best European practices in some Member States law-enforcement bodies in the field of imposing disciplinary sanctions as a measure to improve the efficiency in counteracting corruption in the Human Resources Management at MoI. - Elaboration of the current legal base in order to ensure the implementation of the best EU practices of imposing disciplinary sanctions with the purpose of restricting the corruption among MoI personnel. - Delivery of training for the specialized units in charge of the discipline status control, the implementation of disciplinary practice and counteracting corruption in MoI. - Elaboration of the subsystem "Discipline and	It is envisaged that the project will be implemented by means of 1 Twinning contract and 1 Supply contract:  <b>TWINNING CONTRACT:</b> <ul style="list-style-type: none"> <li>• Twinning arrangements for a RTA and the short-term experts.</li> <li>• Twinning contract implementation including the following activities:               <ul style="list-style-type: none"> <li>- max of 3 visits (for each one of the components) in EU Member States to study the best practices on corruption risk management.</li> <li>- Seminars and STE workshops in Working groups;</li> <li>- Professional training delivery.</li> <li>- Experts advice on acceptance and delivery of the HRMAIS.</li> </ul> </li> </ul> <b>SUPPLY CONTRACT:</b> <ul style="list-style-type: none"> <li>• Tender procedure to award           </li> </ul>	<ul style="list-style-type: none"> <li>• Project Progress reports.</li> <li>• MoI internal regulations endorsed by the leadership.</li> <li>• Tender documentation (Technical specifications / Tender dossier).</li> </ul>	Commitment to project implementation by the Ministry of Interior is highly important for the timely distribution of the implementation of the envisaged activities. <ul style="list-style-type: none"> <li>• Timely delivery of the Technical equipment under the Supply Contract is of great significance.</li> <li>• A large number of documentation must be translated and duly submitted to the experts before the implementation of the relevant activities.</li> </ul>

the Supply contract to the successful tendered to deliver the Technical Equipment Supply.

Disciplinary Practice” of HRMAIS in the part concerning the disciplinary offences and disciplinary penalties imposed, related to corruption behaviour among MoI personnel.  
Development of **Technical specifications** for a Draft of an integrated Modulus

- Improvement of the qualification of the disciplinary-investigating and the leading disciplinary-penal bodies on corruption prevention and counteraction in MoI.

- Study the best European practices in some Member States law-enforcement bodies on the Selection procedure and the evaluation of the corruption aptitude of candidates applying for civil service at MoI and MoI personnel at the time of their probation period.

- Optimisation of the Selection practice for candidates applying for civil service at MoI by introducing criteria for corruption aptitude evaluation.

- Improvement of the qualification of the personnel in charge of the implementation of the Personnel Selection system in MoI.

- Development of **Draft Legal Paper** on the functions and the activity of the Regional Recruitment Centres.

- Development of tests on

loyalty and evaluation of the corruption aptitude of the candidates applying for civil service at MoI and MoI personnel at the time of their probation period.

- Study the best EU practices in some Member States law-enforcement bodies in the field of corruption risk evaluation and prevention.

- Development of a **Draft Regulation** on personnel stimulation by differentiated additional remuneration according to its service performance with the purpose of prevention of the corruption risk in line with EU best practices.

- Development of a **Draft Methodology** on the definition of certain criteria and indicators for performance and corruption risk evaluation for each field of operation of MoI structural units and for an individual assessment of their civil servants in line with EU best practices.

- Development of **Technical specifications** for a Draft of an Integrated Modulus "Corruption risk monitoring" under the AIS for the needs of the Management by Objectives System.

- Delivery of training for the leading staff-participants and the personnel of the Units for Monitoring and Control,

involved in the process of the performance management and evaluation for the implementation of Management by Objectives /MbO/ System as a means of corruption risk evaluation among Mol personnel.

- Study the best EU practices in some Member States law-enforcement bodies in the field of designing modula for automated monitoring of the critical factors in the Human Resources Management.

- Development of documentation and a report on success critical factors for the Modulus "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among Mol personnel" under the subsystem "Discipline and Disciplinary Practice" of HRMAIS.

- Development of documentation and a report on success critical factors for the Modulus "Corruption risk monitoring" under the subsystem "Management by Objectives System" of HRMAIS.

- Development of a **Delivery Plan** for the Modulus "Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among Mol personnel" under the subsystem "Discipline and

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Disciplinary Practice” of HRMAIS.;

- Development of a **Delivery Plan** for the Modulus “Corruption risk monitoring” under the subsystem “Management by Objectives /MbO/ System” of HRMAIS.
- Development of a **Training Plan** for training the users of the modula “Disciplinary offences and disciplinary penalties imposed related to corruption behaviour among Mol personnel” and “Corruption risk monitoring” of the Automated Information System for Human Resources Management.

**Contract 2-Supply:**

- Tender documentation delivery.
- Technical equipment delivery.

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## ANNEX 2

### DETAILED IMPLEMENTATION CHART

Project: Elaboration and strengthening of the Human Resources Management System in the Ministry of Interior as a factor in the fight against corruption among its personnel

	2007	2008												2009												2010											
	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
Contract 1 • <i>Twinning</i>	T	T	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I									
Contract 2 • <i>Supply</i>											T	T	T	C	C	C	C	C	C	I	I	I	I	I	I	I	I										

T – tendering;  
C – contracting;  
I – implementation.

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### ANNEX 3

#### CONTRACTING AND DISBURSEMENT SCHEDULE BY QUARTER FOR FULL DURATION OF PROGRAMME

Project: Elaboration and strengthening of the Human Resources Management System in the Ministry of Interior as a factor in the fight against corruption among its personnel

		..... EURO									
Date	31/03/08	30/06/08	30/09/08	31/12/08	31/03/09	30/06/09	30/09/09	30/12/09	31/03/10		
Contract 1 – Twinning											
Contracted	900 000										
Disbursed		140 000	260 000	370 000	480 000	590 000	710 000	810 000	900 000		
Contract 2 – Supply											
Contracted			800 000								
Disbursed			480 000	720 000	800 000						

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## ANNEX 5 NEEDS ASSESSMENT

The project objective and tasks are defined by the need of improvement and reinforcement of the Human Resources Management System at the Ministry of the Interior, as a factor in the fight against corruption among its personnel and to increase public confidence in the Ministry of Interior.

In the Comprehensive Monitoring Report of September 26, 2006 for Bulgaria the European Commission generally concludes that *"further progress is still necessary in the area of judicial reform and the fight against organised crime and corruption."* Particularly it states that: *"Corruption remains a problem. The public administration, including tax collecting agencies at the border and local government remain particularly vulnerable."*

The areas highlighted as needing immediate action or further efforts in the field of Justice and Home Affairs for Bulgaria remain the justice system, the fight against corruption, police cooperation, the fight against organised crime and money-laundering.

The implementation of EU *acquis* in the field of Justice and Home Affairs constitutes a vital part of the overall process of Bulgaria's preparation for EU accession. In order to properly address this issue, with a view to optimise the recruitment, qualification and career development of MoI personnel and to meet the EU standards in this area, the leadership of the Ministry of Interior implemented a grand reform on the legal framework and the mechanisms and procedures applied in the field of human resources management.

The elaboration of the Human Resources Management and the reduction of the corruption risk in MoI will be achieved through taking rational measures towards effective internal control, optimised selection procedures and efficient Management by Objectives.

In order to implement EC's recommendations about the need of immediate action in the fight against corruption, and with a view of improvement of the new Human Resources management system, the control over the corruption behavior, the status of discipline and the implementation of a unified disciplinary practice as a career development regulator, the Ministry of Interior considers that the implementation of a new Twinning project would be a guarantee for the successful prevention and the effective fight against corruption among MoI personnel.

For this purpose, it is necessary to have integrated the currently under elaboration **Automated Information System for Human Resources Management (HRMAIS)**, as well as to have new module within the system developed in line with the best EU practices. These modules will significantly support the Human Resources units in analyzing and controlling acts of corruption at MoI and the units in charge of the professional performance management and evaluation to monitor and assess any corruption risk.

The security of the **Automated Information System (AIS)** and the **Data Transfer Net (DTN)** between the main server and the user stations will be guaranteed by applying a system of principles and measures for protection from unauthorized access to the developed, processed, stored and transmitted classified information, related to the Human Resources Management.

The security of AIS and the Data Transfer Net (DTN) includes the security of the information itself stored on any electronic device, the computer, communication, cryptographic, physical and personal security, as well as the protection from any parasitical electromagnetic emission.

The security requirements of the AIS and the DTN have been determined at the stage of HRMAIS design, and if necessary they will be amended during the process of the system construction, delivery and development.

Before putting the AIS and the DTN related to the Human Resources Management into operation in compliance with the requirement of the Classified Information Protection Act, they will be complexly assessed and their security will be certified.

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The Classified Information Protection Act does not allow switching in public nets, such as the Internet and other similar electronic communication nets, the AIS and the DTN, designated for classified information development, processing, storage and transmission.

The need to purchase technical devices for data transferring and processing is related to ensuring cryptographic protection of the data, transmitted by the HRMAIS intercommunication channels. By their application the legally required security from unauthorized access to the classified information defined as State secret, developed, processed, stored and transmitted in the HRMAIS will be guaranteed.

The available hardware resources of the constructed and functioning DTN in the Ministry of Interior, as well as the current model for cryptographic protection of the data, transmitted by the intercommunication channels, require for the needs of the HRMAIS to use technical devices with cryptographic options for transferring data classified as State secret according to the Classified Information Protection Act.

The specific technical characteristics and the amount of the needed technical devices will be described in the tender documentation under Contract 2 - Supply.

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