

## Standard Summary Project Fiche

### 1. Basic information

1.1. **Desirée Number** BG 0203.03  
**Twinning Code** BG02/IB - JH - 07

#### 1.2. Title:

**CREATION OF A UNIFIED SYSTEM FOR HUMAN RESOURCES EVALUATION, QUALIFICATION AND DEVELOPMENT IN THE MINISTRY OF THE INTERIOR**

1.3. **Sector:** Justice and Home Affairs

1.4. **Location:** Republic of Bulgaria

### 2. Objectives

#### 2.1. Overall Objectives

To strengthen the capacity of the Ministry of the Interior (MoI) in the field of Human Resource Management and Development

#### 2.2. Project purpose

- To enable the MoI as a whole to recruit and retain the skilled and committed workforce that it needs to make its functioning fully effective;
- To develop effective personnel systems;

#### 2.3. Accession Partnership and NPAA priority

*Accession Partnership*

### 1999

#### *Short-term priorities*

- To upgrade law enforcement bodies (staff numbers, recruitment, training and equipment) to continue the fight against organised crime, drug trafficking and corruption, reinforce police and customs authorities and ensure better co-ordination between law enforcement bodies

EC global assessment: Further efforts are needed *to upgrade law enforcement bodies to continue the fight against organised crime, drug trafficking and corruption and ensure better co-ordination between the law enforcement bodies* (as stated in the Regular Report 2001 for Bulgaria)

#### *Medium-term priorities*

- To further intensify international co-ordination and co-operation in the field of combating trans-border crime, especially in the field of transiting, producing and selling drugs as well as money laundering; to implement an anti-corruption strategy; to continue the fight against trafficking in women and children.

- EC global assessment: Work needs to be pursued to *further intensify international co-ordination and co-operation in the field of combating trans-border crime, especially in the field of transiting, producing and selling drugs as well as money laundering; to implement an anti-corruption strategy; to continue the fight against trafficking in women and children.*

## **2001**

- To improve the internal co-operation within the police and with other law enforcement agencies and with the judiciary in particular to strengthen capacities to fight organised crime;
- Update and implement an integrated strategy for the fight against organised crime, from prevention to prosecution, in collaboration between the Ministry of Justice, the Ministry of Interior and any other concerned agency.

### **NPAA**

- To further align national legislation with the EU acquis (Schengen&Europol)
- To strengthen the administrative capacity needed for implementing and enforcing the JHA acquis

### **2.4 Contribution to National Development Plan**

N.A.

### **2.5 Cross Border Impact**

N.A.

## **3. Description**

### **3.1. Background and justification**

In the 2001 Regular Report for Bulgaria the European Commission generally concludes that “the capacity of the Bulgarian administration and judicial system to ensure application of the *acquis* is still limited”. For JHA area it particularly states that “efforts to upgrade the administrative capacity will need to continue & shortcoming remains in implementation capacity, training and equipment”.

In order to properly address the above issues the Bulgarian Ministry of Interior is already taking concrete actions fully corresponding to the priorities set out in the Government Programme (adopted in October 2001) in the field of home affairs (*Security and Public Order*). The key rules to be observed throughout this process, as underlined in the programme, refer to ensuring strict rule of law, transparency in the institutions’ actions and on time reactions to public appeals and signals. All of them are considered essential for meeting the society needs for security, safety and order.

In more concrete terms, the MoI is taking steps towards:

- Reform of the public order and security services;
- Development and adoption of new legal framework for ensuring public order and security;
- Ensuring timeliness, efficiency, transparency and public monitoring of the work of the MoI;
- Establishing the necessary legal and organisational arrangements for applying the principles: 1) The Police always have to be where they are needed; 2) The Police owe the community integrity and professionalism and the community should respond with respect and support.

With the aim to further strengthen its administrative capacity the MoI is currently developing a Policy Paper on its Reform which will be finalised by the end of March 2002. It will incorporate among others, reform of the principles for development and functioning of the MoI services. In more concrete terms, the Policy Paper will primarily address the following three key areas: 1) construction of a Police Model, 2) development of a Police Career, and 3) introduction and development of a new Police Management Conception and Policy. The Paper will also broadly define the specific objectives and activities to be targeted in the reform process.

The Policy Paper that is being developed is mainly based on the MoI needs assessment made by an EU expert (a PAA of an ongoing PHARE project).

### **3.2. Linked activities**

- Phare twinning BG 9911.01 “Institutional strengthening of the Bulgarian Border Police”;
- Phare twinning BG 9911.02 “Institutional Strengthening of the Bulgarian Police”;
- Phare twinning light BG/IB/2001-JH-01-TLF “Improvement of the Human Resource Management System of the MoI – Recruitment);

### **3.3. Results**

The results that this project will seek to achieve are subdivided into three components.

#### **Component 1: Development and introduction of effective personnel systems**

- Results in the field of recruitment and selection of MoI officials delivered under the twinning light project BG/IB/2001-JH-01-TLF effectively implemented;
- A Performance Management System in line with EU best practices and standards developed and introduced; relevant legal basis developed and adopted;
- A Career Development System in line with EU best practices and standards developed and introduced; relevant legal regulations developed and adopted;
- MoI Reward Management System reviewed and further developed; a system for basic remuneration, reward for contribution and non-financial rewards established; relevant legal basis created;
- MoI structures, organisation of work and posting improved by delivering Management Development Training/qualifications; MoI professional characteristics system reviewed and updated; legislative amendments related to the status of MoI officials (police officers) deriving from the twinning light project enforced;
- An Automated Information System for HRM developed, unifying in a single integrated information system the currently operating modules and the new modules for assessment, qualification and development of human resources;
- MoI system for physical and specialised sports training optimised;
- MoI public image & relations (including media and general public) improved.

## **Component 2: Training on personnel systems management**

- New qualifications/training curricula needed for the effective implementation of the newly developed personnel systems elaborated and introduced;
- Managerial qualifications of MoI senior and executive staff improved;
- Specialised training on the application of the recruitment and selection system delivered;
- An organisational model/system for professional training (incl. initial professional training, improvement of qualifications etc.) set up; training on the application of the performance and career development system delivered;
- Training programmes for public relations improved/developed; training of MoI officials to work with the media and the general public delivered (incl. initial training for ordinary police staff; on-going training in view of professional specialisation; training of MoI senior management in communication techniques).

## **Component 3: Technical equipment**

- The technical equipment necessary for setting up an Automated Information System for HRM provided;
- Technical equipment provided for:
  - training and selection centres;
  - classrooms;
  - physical and specialised training.

### **3.4. Activities**

The activities that will be implemented under this project are grouped in the following three components: 1) Development and introduction of effective personnel systems; 2) Implemented training on personnel systems management and 3) Technical equipment.

## **Component 1: Development and introduction of effective personnel systems**

- Enforcement of the Recruitment and Selection system on the basis of the results delivered under the Twinning Light Project BG/IB/2001-JH-01-TLF
- Development and introduction of a Performance Management System with the aim to improve the results and quality of outputs from individuals, teams and the organisation as a whole by setting and agreeing objectives; introducing measurement, assessment and management of performance; identifying and responding learning needs & providing opportunities for career growth and personal development; review of current legal framework in this field and bringing it in line with EU best practices.
- Development and introduction of a Career Development System based on the principles of professionalism and achieved results; review of current legal provisions in view of EU best practices in this field;
- Review and consequent improvement of the MoI Reward Management System by linking the remuneration of MoI employees with their professional results and achievements. Introduction of 1) basic remuneration system, 2) reward for contribution and non-financial rewards;

- Delivery of Management Development Training with the purpose to optimise the structures, organisation of work and posting of the MoI services; review and update of current professional characteristics system in place in the MoI structural units; implementation of the legislative amendments related to the status of MoI officials (police officers) which will result from the implementation of the twinning light project;
- Development and introduction of an Automated Information System for HRM, unifying in a single integrated information system the currently operating modules and the new modules for assessment, qualification and development of human resources;
- Optimisation of the system for physical and specialised sports training of MoI staff (shooting, martial arts etc.) in view of ensuring high level of physical fitness and ability to perform special tasks; development and implementation of new physical training modules and programmes.
- Improvement of MoI public relations including media and general public with the purpose to create a positive image of the MoI and to raise public confidence in it.

### **Component 2: Training on personnel systems management**

- Development and introduction of new training curricula ensuring effective implementation of the new personnel systems.
- Delivery of management training for senior and executive level of MoI officials;
- Delivery of training on the application of the recruitment and selection system;
- Setting up an organisational model /system/ for professional training incl. initial professional training, improvement of qualifications etc. Training on the application of the Performance and Career Development System;
- Improvement/Development of training programmes and delivery of training for MoI officials to work with the media and the public including 1) initial training for ordinary police staff; 2) on-going training in view professional specialisation and 3) training of MoI senior managers in communication techniques in view of their intensive contacts with the media and the general public.

In implementing the above activities all appropriate forms of training such as workshops, study visits, internships etc. will be used. The key objective of the above activities will be to ensure that MoI staff acquire the specialised qualifications needed for the effective implementation of the newly adopted personnel systems.

### **Component 3: Technical equipment**

- for setting up an Automated Information System for HRM;
- for the training and selection centres;
- for specialised classrooms;
- for physical and specialised training.

### **3.5. Lessons learned**

In the process of managing and implementing Phare projects, the Ministry of the Interior has gained substantial experience. The current project will build upon all relevant previous and on-going Phare projects in the field.

## 4. Institutional framework

The main project beneficiary will be the Ministry of Interior of Bulgaria. It will co-ordinate the implementation of all activities under the three main components.

The Ministry of Interior will ensure a management team to handle all aspects of implementation and co-ordination of the project within the Ministry and with other relevant institutions. It will work in close co-operation with the CFCU and the EC Delegation in Sofia.

## 5. Detailed budget

(MEUR)						
	Phare Support					
	Investment Support (in MEUR)	Institution Building (in MEUR)	Total Phare (=I+IB)	National Cofinancing*	IFT*	TOTAL (MEUR)
<b>1.Twinning</b>		<b>0.75</b>	<b>0.75</b>		<b>0</b>	<b>0.75</b>
<b>2. TA</b>		<b>0.25</b>	<b>0.25</b>			<b>0.25</b>
<b>3.Equipment</b>	<b>2.0</b>	<b>0</b>	<b>2.0</b>	<b>0.7</b>	<b>0</b>	<b>2.7</b>
For setting up an AIS for HRM	<b>0.7</b>		<b>0.7</b>	<b>0.4</b>		<b>1.1</b>
For training and selection centers	<b>0.4</b>		<b>0.4</b>	<b>0</b>		<b>0.4</b>
For specialized classrooms	<b>0.7</b>		<b>0.7</b>	<b>0</b>		<b>0.7</b>
For physical and specialized training	<b>0.2</b>		<b>0.2</b>	<b>0.3</b>		<b>0.5</b>
<b>Total</b>	<b>2.0</b>	<b>1.0</b>	<b>3.0</b>	<b>0.7</b>	<b>0</b>	<b>3.7</b>

*\* In cases of co-financing only*

## 6. Implementation Arrangements

### 6.1. Implementing Agency

The Central Contract and Finance Unit is responsible for handling, tendering, contracting and payment of the cost on behalf of the Ministry of Interior.

The beneficiary under this project is the Ministry of the Interior and in particular the Human Resources Directorate, the Police Academy, the Institute for Psychology, the Specialized Training and Sports Center, the Press Office and Public Relations Directorate and all national services as appropriate.

Purchases of equipment are subject to the standard tendering procedure under the Phare, ISPA and SAPARD Practical Guide and will be done through Central Financing and Contracting Unit, situated in the Ministry of Finance.

CFCU contacts are:

Mr. Valchev

Director of CFCU

Ministry of Finance

102, Rakovsky str.

Sofia 1000, Bulgaria

Tel: +3592/9859 2772 & Fax: +3592/9859 2773

Ministry of Interior:

Mr. Boyko Kotzev

Deputy Minister

29, "Shesti Septemvri" str, Sofia 1000, Bulgaria

Tel: +3592/9875022 & Fax:+3592/

## **6.2. Twinning**

The first component of the project will be implemented through standard twinning.

## **6.3. Non-standard aspects**

The second component of the project related to training will be implemented through technical assistance (TA).

## **6.4. Contracts**

The estimated number of contracts is as follows:

Component 1 - One contract for twinning amounting to 750 000 EUR

Component 2 - One contract for technical assistance (TA) amounting to 250 000 EUR

Component 3 - Four contracts for equipment supply:

Contract 1 is related to the investment part of the project covering the hardware and software necessary for the Automated Information System for HRM. The estimated budget is 1.0 MEUR. This contract will be contracted through the CFCU and has a national co-financing component.

Contract 2 - Supply of hardware & software for the training and selection centres. The estimated budget is 0.4 MEUR. This contract will be contracted through the CFCU.

Contract 3 - Supply of hardware and software for the specialised classrooms. The estimated budget is 0.7 MEUR. This contract will be contracted through the CFCU.

Contract 4 - Supply of the equipment, hardware and software for the physical and specialised training. The estimated budget is 0.4 MEUR. It will be contracted through the CFCU and has a national co-financing component.

## **7. Implementation schedule**

7.1. Start of tendering/call for proposals

Third quarter of year 2002

7.2. Start of project activity

First quarter of year 2003

7.3. Project completion

June 2005

## **8. Equal opportunity**

Ministry of Interior is an equal opportunity employer and does not discriminate directly or indirectly against any individual and all employees are judged on a fair and equal terms. This principle will be reinforced in both the Policy Paper and subsequent implementation plans.

## **9. Environment**

N/A

## **10. Rates of return**

N/A

## **11. Investment criteria**

N/A

## **12. Conditionality and sequencing**

- The project is a logical continuation of the previous Phare projects in the field and of the efforts of the Bulgarian side.
- The beneficiary institution has to partner continuously the Phare experts' team by the implementation of their project activities.
- It is expected full co-ordination and transparency in the work of all key players involved.
- Ministry of Interior designates a project co-ordination team.

## **ANNEXES TO PROJECT FICHE**

**1. Logical framework matrix**

**2. Detailed implementation chart**

**3. Contracting and disbursement schedule by quarter for full duration of programme**



## ANNEX 1

LOGFRAME PLANNING MATRIX			Programme name and number: BG02XX	
<b>Creation of a unified system for human resources evaluation, qualification and development in the MoI system</b>			Contracting period expires Nov 2004	Disbursement period expires: Nov 2005
			<b>Total Budget: 3.5 MEUR</b>	<b>Phare contribution: 3 MEUR</b>

Overall Objective	Objectively verifiable indicators	Sources of Verification
<ul style="list-style-type: none"> <li>To strengthen the capacity of the Ministry of Interior in the field of Human Resource Management and Development</li> </ul>	<ul style="list-style-type: none"> <li>Requirements for human resource development and management adopted in accordance with the EU <i>acquis</i>;</li> <li>Reform in human resource organisation and management carried out</li> </ul>	<ul style="list-style-type: none"> <li>The Regular Report of the European Commission</li> <li>PHARE Reports</li> <li>Reports on the implementation of the MoI Reform strategy</li> <li>Other official documents/ analysis/ reports of the Bulgarian authorities and the European Commission</li> </ul>

Project Purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> <li>To enable the MoI as a whole to recruit and retain the skilled and committed workforce it needs to function effectively;</li> <li>To develop effective personnel systems</li> </ul>	<ul style="list-style-type: none"> <li>A unified system for recruitment, training and career development set up;</li> <li>The number of highly qualified officials leaving the MoI decreased;</li> <li>Changes in the legal framework introduced;</li> <li>Social and financial status and motivation of law enforcement officials;</li> </ul>	<ul style="list-style-type: none"> <li>Reports of the Project Monitoring Committee and the JHA Joint Monitoring Committee</li> <li>Research/ analysis of the Institute for Police Research</li> <li>Statistical research</li> </ul>	<ul style="list-style-type: none"> <li>Clear political will in the Government Policy Programme to ensure the legal and organisational prerequisites necessary for the development of human resources at the MoI</li> <li>Adoption of the EU <i>acquis</i> in the field of Home Affairs</li> <li>Reform Strategy of the MoI</li> <li>New draft law on the MoI</li> </ul>

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><b>Component 1: Development and introduction of effective personnel systems</b></p> <ul style="list-style-type: none"> <li>➤ Results in the field of recruitment and selection of MoI officials delivered under the twinning light project BG/IB/2001-JH-01-TLF effectively implemented;</li> <li>➤ A Performance Management System in line with EU best practices and standards developed and introduced; relevant legal basis developed and adopted;</li> <li>➤ A Career Development System in line with EU best practices and standards developed and introduced; relevant legal regulations developed and adopted;</li> <li>➤ MoI Reward Management System reviewed and further developed;</li> <li>➤ MoI structures, organisation of work and posting improved by delivering Management Development Training/qualifications;</li> <li>➤ An Automated Information System for HRM developed</li> <li>➤ MoI system for physical and specialised sports training optimised;</li> <li>➤ MoI image &amp; public relations (including media and general public) improved.</li> </ul> <p><b>Component 2: Training on personnel systems management</b></p> <ul style="list-style-type: none"> <li>➤ New qualifications/training curricula needed for the effective implementation of the newly developed personnel systems elaborated and introduced;</li> <li>➤ Managerial qualifications of MoI senior and executive staff improved;</li> <li>➤ Specialised training on the application of the recruitment and selection system delivered;</li> <li>➤ Training programmes for public relations improved/developed;</li> </ul> <p><b>Component 3: Technical equipment</b></p> <ul style="list-style-type: none"> <li>➤ The technical equipment necessary for setting up an Automated Information System for HRM provided;</li> <li>➤ Technical equipment provided for training and selection centres; specialised classrooms; physical and specialised training.</li> </ul>	<ul style="list-style-type: none"> <li>• An integrated personnel system developed in accordance with the EU acquis and the best practices of EU Member-States;</li> <li>• The quality of training of police officers improved;</li> <li>• Specialization and training of police officials;</li> <li>• Information technologies provided for the direct work and management activities in the field of human resources in the MoI;</li> <li>• Number of trained MoI officials;</li> <li>• Training curricula in accordance with EU standards;</li> <li>• Modern training schemes introduced;</li> <li>• Learning facilities and training centres provided with the necessary equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• PAA reports and reports on TA</li> <li>• EC Delegation Monitoring</li> <li>• Minutes from expert meetings for the approval of the separate stages of the system, which is being developed</li> <li>• Tender documentation</li> <li>• Strategic data on the activities of the MoI in the field of human resources</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of the MoI leadership to implement the envisaged reforms</li> </ul>

Activities	Means	Cost	Assumptions
<p><b>Component 1: Development and introduction of effective personnel systems</b></p> <ul style="list-style-type: none"> <li>➤ Enforcement of the Recruitment and Selection system on the basis of the results delivered under the Twinning Light Project BG/IB/2001-JH-01-TLF</li> <li>➤ Developing and introducing a Performance Management System.</li> <li>➤ Development and introduction of a Career Development System based on the principles of professionalism and achieved results; review of current legal provisions in view of EU best practices in this field;</li> <li>➤ Review and consequent improvement of the MoI Reward Management System;</li> <li>➤ Delivery of Management Development Training;</li> <li>➤ Development and introduction of an Automated Information System for HRM</li> <li>➤ Optimisation of the system for physical and specialised sports training of MoI staff;</li> <li>➤ Improvement of MoI public relations including media and general public with the purpose to create a positive image of the MoI and to raise public confidence in it.</li> </ul> <p><b>Component 2: Training on personnel systems management</b></p> <ul style="list-style-type: none"> <li>➤ Development and introduction of new training curricula ensuring effective implementation of the new personnel systems.</li> <li>➤ Delivery of management training for senior and executive level of MoI officials;</li> <li>➤ Delivery of training on the application of the recruitment and selection system;</li> <li>➤ Setting up an organisational model /system/ for professional training incl. initial professional training, improvement of qualifications etc. Training on the application of the Performance and Career Development System;</li> <li>➤ Improvement/Development of training programmes and delivery of training for MoI officials to work with the media and the public.</li> </ul> <p>In implementing the above activities all appropriate forms of training such as workshops, study visits, internships etc. will be used.</p> <p><b>Component 3: Technical equipment</b></p> <ul style="list-style-type: none"> <li>➤ For setting up an Automated Information System for HRM;</li> <li>➤ For training and selection centres;</li> <li>➤ For specialised classrooms;</li> <li>➤ For physical and specialised training.</li> </ul>	<ul style="list-style-type: none"> <li>• Twinning arrangements for one PAA and short term advisors for the duration of the project.</li> <li>• Adoption of a legal framework</li> <li>• Introduction of the organization and means necessary for working with the systems;</li> <li>• Minutes meetings of committees for approval of the different stages of system development;</li> <li>• Adoption of a MoI staff training program;</li> <li>• Workshops, seminars and study visits;</li> <li>• Training police officials at Universities;</li> <li>• Contracts for the procurement, installation and training related to the installation; and training in the use of the technical equipment (equipment for the training centers, provision of the necessary software), program software, technical equipment etc.</li> </ul>		<ul style="list-style-type: none"> <li>• Commitment to project implementation by MoI leadership and executive staff of all involved service.</li> </ul>

## ANNEX 2

### DETAILED IMPLEMENTATION CHART

	2002			2003												2004												2005												
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	?	S	?	N	D	
Component 1 - Twinning	T	T	T	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	I	I										
Component 2 - TA	T	T	T	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	I	I										
Component 3 - Equipment																																								
Contract 1 For setting up an AIS for HRM									T	T	T	?	?	?	?	?	?	C	I	I	I	I	I	I	I	I	I													
Contract 2 For the training and selection centres									T	T	T	?	?	?	?	?	?	C	I	I	I	I	I	I	I	I	I													
Contract 3 For the specialised classrooms									T	T	T	?	?	?	?	?	?	C	I	I	I	I	I	I	I	I	I													
Contract 4 For physical and specialised training									T	T	T	?	?	?	?	?	?	C	I	I	I	I	I	I	I	I	I													

T – tendering;  
C – contracting;  
I – implementation

# ANNEX 3

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

EUR											
Date	31/03/03	30/06/03	30/09/03	31/12/03	31/03/04	30/06/04	30/09/04	31/12/04	31/03/05	30/06/05	31/12/05
<b>Twinning</b>											
Contracted	750 000										
Disbursed	75 000	160 000	245 000	330 000	415 000	500 000	585 000	670 000	750 000		
<b>TA</b>											
Contracted			250 000								
Disbursed					250 000						
<b>Equipment</b>											
Contracted			2 000 000								
Disbursed					2 000 000						

## **ANNEX 4**

### **REFERENCE TO RELEVANT GOVERNMENT STRATEGIC PLANS AND STUDIES**

- Government Policy Programme
- National Programme for the Adoption of the Acquis (NPAA)
- National Action Plan for the Adoption of the Schengen Acquis
- National Strategy for Combating Crime
- National Anti-Corruption Strategy (Council of Ministries Decree No. 671/01.10.2001)
- Programme for the Implementation of the National Anti-Corruption Strategy in 2002-2003