PHARE 2003
STANDARD SUMMARY PROJECT FICHE

1. Basic Information

   1.1 **CRIS Number:**   PHARE 2003/005-551.03.04

   1.2 **Title:**   Development and implementation of the integrated solution for the IT system, part of the IT Strategy of the Ministry of Public Finance (phase 2003)

   1.3 **Sector:**   Finance

   1.4 **Location:**   Romania, Bucharest (Ministry of Public Finance – MoPF)

2. Objectives

   2.1 **Overall Objective:**
      Development and implementation of the integrated solution for the IT system, in order to support the Ministry of Public Finance functions (IT Strategy and Action Plan – phase 2003)

   2.2 **Project purpose:**
      Achieving of one integrated solution and one integrated system. Unique responsibility for implementation is to achieve the following purposes:

1   Business continuity
2   New applications sustainability
3   Increasing integration and centralization of information and IT system
4   Openness to the taxpayer, Administration bodies, other EU Member State Administration and EC

   2.3 **Accession Partnership and NPAA priority**

      NPAA:

- Improving the administrative capacity of the Tax Administration and the mutual assistance with EU Member States for VAT and excises
- Increasing the Tax Administration efficiency
- Implementation of a policy oriented budget, based on programmes and performance criteria
- Improving the Treasury management

      AP:

- Accelerate the implementation of the IT Strategy to cover new functionalities of the MoPF and to answer the criteria for EU integration
- Develop IT systems to enable the data exchange with EC in full security

      ROAD MAP:

      The recommendations of the European Commission, presented within the Road Map and related to the **Chapter 10 - Taxation and Chapter 29 – Financial and Budgetary provisions** are directly linked with the activities and purposes of the MoPF - IT project on PHARE 2003. The enhancing of the administrative capacity of the MoPF related to issues presented bellow are in interdependency with the improving of the IT capacity of the MoPF.

      Chapter 10 Taxation

      Administrative capacity in the Tax administration must be increased.

      Chapter 29 – Financial and budgetary provisions

      Romania should ensure adequate administrative capacity to collect and transfer future EC all own resources to the Community budget in a timely manner.

   2.4 **Contribution to National Development Plan**

Government Programme:
- Promoting of some coherent policies, compatibles with EU mechanism through supporting of the information technologies activities (Chapter 3.1);
- Promoting of the computerisation of the public administration through the optimisation of the electronic data communications (Chapter 3.3.7);
- Modernizing of the interministerial information flow (Chapter 3.3.7);
- Adopting and regulating of the security and encrypting technologies (Chapter 3.3.7).

National Strategy to Promote the New Economy and Implement the Information Society:
- Governmental priority to the implementation of e-Government: electronic services for the citizen
- Interoperability and data exchange between Administration bodies

3. Description

3.1 Background and justification:

Ministry of Public Finance has developed its IT infrastructure according to the IT Strategy, responding to day-by-day necessities for data processing in order to support all the MoPF functions. Since 1992, the IT development has been driven by the first IT Strategy, based on an integrated approach: unique Registers – backbone for all IT systems (ex.: Taxpayer Register, CAEN – Classification of the Activities of the National Economy etc.), unique applications, implemented all over the country, same standards for hardware, software, communications, development method.

The existing IT system is covering all the local, medium and central levels of the organisation (more than 450 sites) with hardware, software and communications. Databases are created at the local level and consolidated to the next hierarchical level. All elementary data (except treasury operations) is also transmitted to the top, at central level (General Directorate for IT – GDIT) central databases being managed here.

Since 1992, IT Strategy reached now the 5th version, to incorporate the new challenges of the moment, both on business and technical sides.

The business challenges raised by the Strategy of MoPF 2002-2006 conducted us to a new approach, more oriented to a centralised solution in terms of databases and infrastructure, so to be able to answer to questions concerning any Taxpayer in real time, no meter where his residence is, to offer good assistance to the Taxpayer, to change information within the Romanian Administration and with EU Member States Tax Administrations.

Other changes are coming from the foreseen changes in business as for example the Treasury and Public Accountancy that have to move to a centralized activity, in order to better manage the public debt and to create a single point of contact with the banking system, or the improvements in Tax Administration in order to fulfill the new obligations assumed according to EU Accession.

Openness, transparency, good service to the citizen and own employees are objectives of the Strategy of the MoPF and, widely, of the Government, through its "National Strategy to Promote the New Economy and Implement the Information Society". IT has to answer to these objectives, but also to better prepares to ensure information security, in all its aspects (see Technical Assistance in Phare 2002) and to have the adequate IT infrastructure to respond in real time to any request for information.

Use of web technologies, already proven by practice, is the option for the new application development and the target for 2006, central databases are developed and will take over the local ones (in phases, up to 2006), increasing the quality of service and creating the base for a better management of the infrastructure (becoming too complex).

GDIT proposed, based on the IT Strategy, the strategic objectives and, subsequent, the action plans to achieve the goals for the next 4 years (2003-2006). Budget estimation for each year was produced, according to the action plan. Some of the needed investment for 2003 (to be implemented in 2004 and 2005) is object of this project.

The project comes to support four main areas, identified by the IT Strategy:
- Business continuity (part of a broader theme – Information security), especially disaster recovery center
- New applications sustainability by creating a solid central solution (hardware, software, communications) and developing them in web technologies, increasing the number of workstations, printers and scanners for some of the functions of the MoPF, like fiscal control, audit, monitoring of public acquisitions, estimating the Romanian Contribution to the EU Budget, Treasury management to obtain a report workstation/employee of 80-90% (instead of 50% today); the central databases in Bucharest and in the Disaster Recovery center should concentrate local databases

and interactive data processing for aprox. 1,5 mil taxpayers each (1/3 of the total); all the local offices concentrated in the central databases should be connected by a robust communication solution
– Increasing integration and centralisation of information and IT system by designing the new applications in a central architecture and web enabled and to migrate from a client-server approach to a web enabled one
– Openness to the taxpayer, Administration bodies, other EU Member State Administrations and EC, especially by improving and increasing Internet services, from the necessity to redesign the actual web site and to transform it to a portal, up to design complete services of electronic filing, online access to personal information (with all protection and security needed) or, in the end, information for the larger business community at the EU Accession moment

All these four themes are interrelated and a solution for one of them has implications for all the others. It is strictly necessary that the Contractor will assume the full responsibility to design and implement the global solution for the IT system, within the framework of the existing IT Strategy, in order to minimise the risks and the costs.

3.2 **Linked activities:**

The last three investment Phare projects, components of RO-0006.04 – 06, come to increase the computing and storage capacity at central level, create the pilot for document management system for audit and create the pilot for the monitoring of the public acquisitions by web enabled applications.

The investment and the assistance received during the associated twinning projects, gave us the possibility to:
– Centralise the databases for Bucharest: General Directorate for Public Finance Bucharest, General Directorate for Public Finance Ilfov County, General Directorate for Large Taxpayers, Tax Administration for Section 3; the gained experience was useful for testing the solution for migration from local to central databases
– Develop new applications (according to the specifications resulted during the twinning projects) using web technologies, documents for audit and public acquisitions monitoring are sent to MoPF via Internet, in a secure environment – experience in Java applications, electronic signature, security and protection for the Internet platform etc;
– Design new electronic forms for large taxpayers to be filled in by Internet

In a wide parameter, the above mentioned twinning projects learned us a lesson about general solutions for IT systems in large organisations as a Ministry of Finance:
– Investments are better controlled and with economy of scale, because the production machines (the costly ones) are in a limited number, comparing to a decentralised solution where you have to upgrade/update a large number of machines; end-users have relatively common workstations, which don't need an upgrade to each upgrade of software at the central site (for production applications); all added services are better manageable and contracts for maintenance, help desk, support are easier to be concluded;
– Infrastructure, information security, databases, services, communications, applications are easily to manage in a single point;
– Certain services provided outside or inside the organisation are possible only in a centralised architecture (for example fiscal information about a person)

The PPF 2001 validated the IT Strategy that is the support for the present project proposal. It also provides budget estimation for the next four years. IT Strategy and the Validation Report are annexed.

3.3 **Results:**

1.1. Disaster Recovery (DR) solution implemented as result of the Phare Project 2002 (Services) – first phase. The main component of Phare Project 2002 concerns the information security, with accent on IT security. The expected results are the Information Security Strategy, standards, procedures, and recommendations for the IT solution. In any case, the first step is to build a Disaster Recovery center that will have the capacity to be transformed in a Continuity center, in subsequent phases (Contract 1 – C1)
1.2. Central management of the IT infrastructure (central inventory, software distribution, configuration monitoring, anti virus protection etc) (C1)
2.1. Workstations, printers and scanners to increase the end-users accessibility to the IT system – for functions like fiscal control, audit, monitoring the public acquisitions,

estimating the Romanian Contribution to the EU Budget or Treasury management ratio of workstation / employee should increase from 50% to 80-90% and for other functions to 70% (Co financing for C1 + co financing for Contract 2 C2)

2.2. Endowment of the central site (Bucharest) and of the Disaster Recovery center processing/storing/communication capacity to concentrate the interactive data processing for aprox. 1,5 M taxpayers each (C1 + C2)

2.3. Communication solution to connect the 450 remote sites with the central database, based on a high level of service quality – first phase (C1 + C2)

3.1. Solution to migrate from client-server applications to web enabled applications (Contract 3 – C3)

4.1. MPF Web page redesigned in order to be optimised optimise and to support the peaks for the number of accesses during tax returns deadlines or change of information with other Administration bodies (C3)

4.2. Necessary bandwidth to support thousands of simultaneous accesses (C2)

4.3. IT staff at central level trained and assisted to use the new technology, to develop new applications, to administer purchased hardware (hw), software (sw) and communication (comm), to manage the entire infrastructure, as general support for each twinning project Phare 2002 (connected also with purpose 1, 2 and 3) (C3)

5.1. Overall integrated solution and IT system in order of minimisation of risks and costs due to the unique responsibility for solution and system integration (C3)

5.2. Project management for entire programme (C3)

3.4 **Activities:**

1.1.1. Procurement of the Disaster Recovery solution – Investment Phare 2003 C1, Technical Specifications (TS) correlated with Services Phare 2002

1.1.2. Implementation of the DR solution (cooperation with Technical Assistance in Project Phare 2002) – Investment Phare 2003-C1, correlated with Services Phare 2002

1.1.3. Training of the GDIT staff to manage the DR solution – Services Phare 2003-C3, correlated with Services Phare 2002

1.2.1. Procurement, installation and customisation of hardware and software for Central management of the IT infrastructure (central inventory, software distribution, configuration monitoring, anti virus protection etc.) – Investment Phare 2003-C1

1.2.2. Technical assistance to prepare procedures – Services Phare 2003-C3

1.2.3. Training for the IT infrastructure administrators – Services Phare 2003-C3

1.2.4. Implement the necessary components all over the country and train the IT staff - MoPF

1.2.5. Migrate county by county the local databases to the central database – MoPF

2.1.1. Procurement of workstations, printers, scanners and associated software – Co financing Phare 2003-C1+C2

2.1.2. Configuration, delivery and installation in the country – Co financing Phare 2003-C1+C2

2.1.3. Train the trainers to use the new hardware and software – Co financing Phare 2003-C1+C2

2.1.4. Train the end-users – MoPF

2.2.1. Procurement of hardware, software and communications for the central site (Bucharest) and for the DR center to support switch over process – Investment Phare 2003-C1+C2 + Co financing Phare 2003-C1+C2

2.2.2. Technical assistance to centralize the databases for aprox. 1,5 million taxpayers for each centre – Services Phare 2003-C3

2.3.1. Communications solution and services Contract to connect the 450 remote sites – Investment 2003-C1+C2

2.3.2. Procurement of communications equipment, delivery and installation in the country – Investment Phare 2003-C1+C2

3.1.1. Create a standard pattern to migrate client-server applications to web enabled applications – Services Phare 2003-C3

4.1.1. Technical assistance to redesign the Web site – Services Phare 2003-C3

4.2.1. Procurement of communications adequate bandwidth – Investment Phare 2003-C2

4.3.1. Technical assistance for the IT staff to develop new applications using web technologies (as they will be defined by twinning Phare 2002). Special attention will be paid to applications for CLO and for estimation the Romanian Contribution to the EU Budget – Services Phare 2003-C3

4.3.2. Technical assistance for the applications and related databases administration – Services Phare 2003-C3

4.3.3. Supplementary services in order to support to hardware, software and communications – Services Phare 2003-C3

5.1.1. Design the overall solution and establish responsibility for the system integration – Services Phare 2003-C3

5.1.2. Appointment of the Project manager and assignment of the project team of the Contractor – Services Phare 2003-C3

5.1.3. Appointment of the Project manager and assignment of the project team of the Beneficiary – MoPF

3.5 **Lessons learned:**

Previous reports of monitoring and interim evaluations stated on one hand the fact that the Ministry of Public Finance has a lack of IT support and has to emphasize the efforts in this direction and, on an other hand, that the IT department within the Ministry has a solid know-how and long term view concerning the future developments of the IT system, based on very qualified IT specialists intimate interacting with the business area.

Ending of life cycle of the existing IT infrastructure, business challenges, support of the external advisors, took us to design the 5th version of the IT Strategy.

The statement of major changes in the strategy brought us to request an external, independent validation of this new IT Strategy. The result is PPF project contracted by IBM Global Services Belgium. Reports on the IT Strategy, Standard Fiche 2003 and budgetary evaluations for the next years are annexed to the present Fiche.

4. Institutional Framework

The project will have to operate within the framework of the Ministry of Public Finance, where the General Directorate for IT (GDIT) is placed.

Co-operation with the twinning projects Phare 2002 will be a must, due to the strong correlations between the general architecture built by this project and the new applications that twinning project will define.

In long term the project will change some working procedures within the Ministry of Public Finance and organisational changes can be foreseen for the end of the IT Strategy implementation (2006)

As described above, the Contractor of the Services Project should become the "Engineer" and he will have to supervise the technical solution, the Technical Specifications designed by GDIT and act like unique Project Manager in charge with the integration of the procured solution and as unique point of contact for the Beneficiary.

The "Employer" is the Ministry of Public Finance and it is the owner of all the goods and services provided through these two contracts.

5. Detailed Budget

	Phare	Support				
	Investment Support	Institution Building	Total Phare (=I+IB)	National Co financing*	IFI*	TOTAL
Contract 1-C1	6,250,000		6,250,000	2,680,000		8,930,000
Contract 2-C2	2,500,000		2,500,000	1,070,000		3,570,000
Contract 3-C3		1,250,000	1,250,000			1,250,000
Total	8,750,000	1,250,000	10,000,000	3,750,000		13,750,000

6. Implementation Arrangements

6.1 Implementing Agency and Implementing Authority

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

Contact:

Central Finance and Contracts Unit (CFCU)
Director (PAO): Mrs. Jeana Buzduga
Tel. ++401 3019301
Fax   ++401 2106456
Address: 6- 8 Magheru Blvd., Sector 1, Bucharest

The Implementing Authority will be the Ministry of Public Finance through the directorates, which are beneficiaries of the subprojects within this project.
Contact:
Ministry of Public Finance
Under-secretary of State: Daniela Gheorghe Marinescu
Tel.   ++401 3366257
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Address: 17 Apolodor Street, Sector 5, Bucharest

6.2 **Twinning**
N/A

6.3 **Non-standard aspects**
The DIS Manual provisions will strictly be followed for the technical assistance components.

6.4 **Contracts**

1. Development and implementation of the integrated solution for the IT system, part of the IT Strategy of the Ministry of Public Finance (phase 2003)
Investment contract 1   6,250,000 Euro
Investment contract 2   2,500,000 Euro

2. Development and implementation of the integrated solution for the IT system, part of the IT Strategy of the Ministry of Public Finance (phase 2003)
Technical assistance contract   1,250,000 Euro

7. Implementation Schedule
7.1 **Start of tendering/call for proposals**
January 2004 – for Terms of reference (Technical assistance component)
March 2004 – for Technical specification (Investment component*)*
7.2 **Start of project activity**
September 2004 - for Terms of reference (Technical assistance component)
November 2004 - for Technical specification (Investment component)
7.3 Project Completion
February 2006

8. Equal Opportunity
Equal opportunity for men and women will be guaranteed.

9. Environment
The equipments planned to be purchase will not have negative impact over the environment.

10. Rates of return
N/A

11. Investment criteria
11.1 **Catalytic effect:**
All programs dedicated to the fiscal area are supported by this investment that will enforce the IT support to be able to respond to the new challenges of accession, especially for the Tax Administration and the State Treasury and Public Accounting
11.2 **Co financing:**
The results of the Project Preparatory Facility (used to validate the IT Strategy of the Ministry of Public Finance) are also used in order to find new sources of co financing the investment in IT infrastructure, to speed up the pace or renovate this infrastructure. Discussions with World Bank to finance additional projects issued from the PPF are started.
11.3 **Project readiness and Size:**
The Project Preparatory Facility was used to validate the IT Strategy and the final documents were presented to the Ministry of Public Finance and to the EU Delegation in Bucharest. The documents express the consultant's opinions regarding the steps to achieve the general objectives of the IT Strategy, the plans to do it and the estimated budgets until 2006.
11.4 **Sustainability:**
The IT Strategy is based on the most common recommendations in the field and incorporates the experience gained during long work with IT experts from similar organisations from European

Union Member States (mostly within the assistance in twinning projects). The proposed solutions are open standards based and on available technology and services (also in Romania).

The overall objective as the project purpose will conduct to the increasing of tax collection and to a better State Treasury management of cash-flow and financial forecasts, offering a solid financial sustainability for the IT infrastructure in terms of maintenance and operating costs assumed by the Ministry of Public Finance.

12.   Conditionality and sequencing

Services Project Phare 2002 – Services for IT: the recommendations for Disaster Recovery center should be ready in time for the design of the Technical Specifications

Twinning Projects Phare 2002 for:

–   Public accounting system
–   Model simulation of the Romanian contribution to the EU budget
–   Treasury and Public Dept management
–   Administrative capacity related to VAT in view to complete approximation of the Romania VAT legislation with the acquis communautaire
–   Control and fiscal procedures
–   Tax collection and taxpayer assistance
–   Public financial control and internal audit
–   School of Public Finance

will have to define the needs in terms of further IT development in their first semester of work, as these needs to be incorporated in the Technical Specifications and Terms of Reference (number of end-users, needed workstations, printers, scanners, as some other special solutions, if necessary).

All these twinning projects will ensure the specific know-how transfer referring to the best solutions for applications, with respect to the framework of the IT Strategy.

Internal conditionality is far more important. There is an intimate relation between the solutions for Disaster Recovery center (supposing computers, storage, protection and security, communications), central platform of hardware and software (computers, storage, protection and security, communications) and solution of communications.

The project will not be manageable if different providers will build their own solution with little interest for the existent infrastructure and for the other solutions. That is why to be preferred that the Services project to take the responsibility for co-coordinating the technical solution before the launch of the investment project and to be the unique responsible for the integration and act as unique point of contact with MoPF.

<u>ANNEXES TO PROJECT FICHE</u>

1. Logical framework matrix in standard format (compulsory)

2. Detailed implementation chart (compulsory)

3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)

LOGFRAME PLANNING MATRIX FOR Project		Programme name and number	PHARE 2003/005-551.03.04
Development and implementation of the integrated solution for the IT system, part of the IT Strategy of the Ministry of Public Finance (first phase 2003) *(Strengthening the institutional capacity of the Ministry of Public Finance)*		Contracting period expires 30 November 2005	Disbursement period expires 30 November 2006
		Total budget : 13.75 M €	Phare budget : 10 M €

Overall objective	Objectively verifiable indicators	Sources of Verification	
Development and implementation of the integrated solution for the IT system, in order to support the Ministry of Public Finance (MoPF) Functions and to achieve inter-operability with the European Union's systems - (first phase 2003 – IT Strategy and Action Plans)	MoPF functions optimally supported by IT system, Central Liaison Office (CLO) in place (test), pilot for estimation the Romanian Contribution to the EC Budget in place Information Security and Privacy implemented (comprising active Disaster Recovery center) covering the critical data applications and systems. Central database able to answer to common questions regarding a subject in the same session Communication solution in place to support the centralised solution IT systems developed in new web-oriented technologies; IT personnel applies results of technical assistance and training	Reports of twinning projects addressed to each function Periodical monitoring of IT performed by EC (DGTAXUD, DGBUDGET) or IMF (further called monitoring rep) Other reports ISO 17799 security certification, Disaster Recovery Plan, Reports, Technical tests Proposed architecture in place Reports, Technical tests Services contracts, Technical tests Reports of technical assistance Reports of training	
Project purpose	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions/Risks**
1. Business continuity 2. New applications sustainability	Sensitive databases, applications, systems and people availability in the proposed class of availability	Business Continuity Plan, Technical reports, monitoring reports, in field tests	**A:** High level of management involvement and commitment Regular financial support for IT function (investment, current

	Defined applications in twinning Phare 2002 designed and implemented, necessary computing, storage and communication capacity in use, end-user access to workstations, printers and scanners improved (from 50% to 70-80% for certain functions)	Technical reports, monitoring reports	costs, personnel) Twinning Phare 2002 in due time with reports concerning IT needs **R:** Not achieving the project jeopardizes the whole administrative reform of the MoPF
3. Increasing integration and centralisation of information and IT system	Number of county databases integrated	Technical reports, monitoring reports	Existent infrastructure ends its cycle of life and loosing the momentum (created by the necessity of change) jeopardizes the IT system
4. Openness to the taxpayer, Administration bodies, other EU Member State Administrations and EC	Number of Internet accesses for information and for tax return filing Simulation of access by CLO	Technical reports, monitoring reports	Treating the project as an investment at large scale (lot by lot) could drive to incongruence between different solutions remained for the Beneficiary to solve
5. Solution integration and system integration, unique responsibility for implementation to achieve the above purposes	Purposes are reached, solutions are intimately integrated and entire project was coordinated through sound project management	Technical reports, monitoring reports	
Results	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions**
1.1. Disaster Recovery (DR) solution implemented (as resulted from the IT Project Phare 2002 – Technical Assistance – first phase)	Active DR center, recovery procedures tested	DR Plan, Technical reports, in field tests	Phare 2002 started in time, technical recommendations in due time Decision for DR location is made Location is prepared to receive DR teams Team to manage the DR is established
1.2. Central management of the IT infrastructure (central inventory, software distribution, configuration monitoring, anti virus protection etc.)	Infrastructure management center is in place, central IT inventory and each IT selected equipment can be managed from this center Central software distribution function is	Technical reports, in field tests	Internal procedures with respect to the central management of the IT infrastructure are approved. Procedures for information protection are in place.

	in place, central configuration monitoring is in place, central anti virus protection is in place	Technical reports, in field tests	
2.1. Workstations, printers and scanners to increase the end-users accessibility to the IT system	Increase ratio of workstation / employee (50%) for functions like: fiscal control, audit, monitoring of public acquisitions, estimating the Romanian Contribution to the CE Budget, Treasury management to 80-90% and for other functions of the Tax Administration to 70%	Technical reports, monitoring reports Technical reports, in field tests	Phare 2002 started in time, technical recommendations in due time, thus to correctly estimate the needs in terms of end-users number for each function
2.2. Endowment of the central site (Bucharest) and of the DR center processing/storing/communications capacity to concentrate the interactive data processing for aprox. 1,5 million taxpayers each	Computing capacity and storage capacity in the two centers is supporting the existent databases for aprox. 1,5 million taxpayers, scalable hardware and software solution	Technical reports, in field tests	Coordination with the communications solution
2.3. Communications solution to connect the 450 remote sites with the central database, based on a high level of service quality – first phase	Increased comm bandwidth and increased number of remote sites connected to the central site	Technical reports, monitoring reports	Territory coverage by country-wide providers, thus being able to find the best cost/performance report, the efficient coverage and not being dependent on one provider for all the country
3.1. Solution to migrate from client-server applications to web enabled applications	Web enabled access to existent central databases	Technical reports, monitoring reports	
4.1. MPF Web page redesigned in order to be optimised and to support the peaks for the no. Of accesses during tax returns deadlines or change of information with other	Most of the accesses to information in max.3 clicks	Technical tests, Technical reports	Good collaboration with the General Directorate for Fiscal Procedures in charge with the web site content

Administration bodies	Adequate Bandwidth is provided		
4.2. Necessary bandwidth to support thousands of simultaneous accesses		Technical tests, Technical reports	
4.3. IT staff at central level trained and assisted to use the new technology, to develop new applications, to administer purchased hardware (hw), software (sw) and communications (comm), to manage the entire infrastructure, as general support for each twinning project Phare 2002 (connected also with purpose 1, 2 and 3)	New applications designed and developed using web technologies IT staff able to manage the hw, sw, comm and applications	Twinning reports, monitoring reports	Phare 2002 started in time, technical recommendations in due time, so to correctly estimate the needs in terms of development
5.1. Overall integrated solution and IT system	Overall solution in function, all the other purposes are achieved	Technical reports, monitoring reports	Minimisation of risks and costs due to the unique responsibility for solution and system integration
5.2. Project management	Project methodology Project plan Quality and risk management, resources management Respect to Phare procedures	Quarterly and final reports, monitoring reports	It is meant to supervise the integrated solution and its implementation The Beneficiary has the capacity to create a counterpart project team and to manage the project
Activities	**Means**		**Assumptions**
1.1.1. Procurement of the DR solution	Project Phare 2003-C1, Project Phare 2002 (recomenadtions and results achieved within the project)		Good cooperation with Technical Assistance Phare 2002, reports in time, proposals for solutions in time to finalise ToR for Phare 2003
1.1.2. Implementation of the DR solution (cooperation with Technical Assistance in Project Phare 2002)	Phare 2003-C1, Phare 2002		High level management commitment to the project
1.1.3. Training of the GDIT staff to manage the DR solution (cooperation with Technical Assistance in Project Phare 2002)	Phare 2003-C3, Phare 2002		Resources allocated in terms of budget and necessary IT staff

				Action plans to retain the trained and experienced staff within the MoPF structures
1.2.1.	Procurement, installation and customisation of hw and sw for Central management of the IT infrastructure (central inventory, software distribution, configuration monitoring, anti virus protection etc.)	Phare 2003-C1		
1.2.2.	Technical assistance to prepare procedures	Phare 2003-C3		
1.2.3.	Training for the IT infrastructure administrator	Phare 2003-C3		
1.2.4.	Implement the necessary components all over the country and train the IT staff	MoPF resources		
1.2.5.	Migrate county by county the local databases to the central database	MoPF resources		
2.1.1.	Procurement of workstations, printers, scanners and associated sw			
2.1.2.	Configuration, delivery and installation in the country	Co financing Phare 2003 for C1+C2		
2.1.3.	Train the trainers to use the new hw and sw	Co financing Phare 2003 for C1+C2		
2.1.4.	Train the end-users	Co financing Phare 2003 for C1+C2		
2.2.1.	Procurement of hw and sw and comm for the central site (Bucharest) and for the DR centre to support switch over process	MoPF resources Phare 2003-C1+C2 + Co financing for the C1+C2		
2.2.2.	Technical assistance to centralize the			

databases for aprox. 1,5 million taxpayers for each center	Phare 2003-C3		
2.3.1. Communications solution and services Contract to connect the 450 remote sites	Phare 2003-C1+C2		
2.3.2. Procurement of communications equipment, delivery and installation in the country	Phare 2003-C1+C2		
3.1.1. Create a standard pattern to migrate client-server applications to web enable applications	Phare 2003-C3		
4.1.1. Technical assistance to redesign the Web site	Phare 2003-C3		
4.2.1. Procurement of communications adequate bandwidth	Phare 2003-C2		
4.3.1. Technical assistance for the IT staff to develop new applications using web technologies (as they will be defined by twinning Phare 2002). Special attention will be paid to applications for CLO and for estimation the Romanian Contribution to the EC Budget	Phare 2003-C3		
4.3.2. Technical assistance for the applications and related databases administration			
4.3.3. Supplementary services in order to support hw, sw and comm	Phare 2003-C3		
5.1.1. Design the overall solution and establish responsibility for the system integration	Phare 2003-C3		

5.2.1. Appointment of the Project manager and assignment of the project team of the Contractor	Phare 2003-C3		
5.2.2. Appointment of the Project manager and assignment of the project team of the Beneficiary	Phare 2003-C3		
	MoPF resources		

Preconditions

DETAILED TIME IMPLEMENTATION CHART

**Development and implementation of the integrated solution for the IT system,
part of the IT Strategy of the Ministry of Public Finance (first phase 2003)**

	2003						2004												2005												2006											
Calendar months	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Investment			D	D	D	D	D	D	C	C	C	C	C	C	C	C	I	I	I	I	I	I	I	C	C	C	I	I	I	I	I	I										
Technical Assistance	D	D	D	D	D	D	C	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I										

D = Design
C = Contracting
I   = Implementation

Development and implementation of the integrated solution for the IT system,

part of the IT Strategy of the Ministry of Public Finance (first phase 2003)

CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE (MEURO 10)

DATE:

MEURO

	30/09/04	31/12/04	31/03/05	30/06/05	30/09/05	31/12/05	31/03/06	30/06/06	30/09/06	31/12/06	31/03/07	30/06/07
CONTRACTED												
Investment	6,250	6.250	6.250	6.250	8,750	8,750						
Technical assistance	1,250	1,250	1,250	1,250	1,250	1,250						
Co-financing	2,680	2,680	2,680	2,680	3,750	3,750						
DISBURSEMENT												
Investment	3,750	3,750	6,250	6,250	7,750	8,750	8,750	8,750	8,750	8,750		
Technical assistance	0,440	0,575	0,710	0,845	0,980	1,125	1,250	1,250	1,250	1,250		
Co-financing	2,680	2,680	2,680	2,680	3,750	3,750	3,750	3,750	3,750	3,750		

NB: 1. *All contracting should normally be completed within 6-12 months and **must** be completed within 24 months of signature of the FM.*

2. *All disbursements **must** be completed within 36 months of signature of the FM.*