

## SUMMARY PROJECT FICHE

### 1. Basic Information

1.1	Number:	BG 0103.01
1.2	Title:	<b>Strategic policy-making and co-ordination</b>
1.3	Sector:	AD
1.4	Location:	Bulgaria, Sofia

### 2. Objectives

#### 2.1 Overall Objective(s):

To strengthen the capacity and abilities of the administration of the Council of Ministers in the area of strategic planning, co-ordination of policy design and implementation, and policies' impact assessment. In particular with regard to those policies aimed at preparing Bulgaria for membership of the EU.

#### 2.2 Project purpose:

To enhance efficient policy making, in both legal and substantive terms, that is economically efficient, sustainable in budgetary terms, using impact assessment methodology.

To build up sufficient administrative capacity at the Council of Ministers administration for policy design, consultation, impact assessment, adoption, implementation and monitoring.

#### 2.3 Accession Partnership and NPAA priority

#### **The relevant priorities underlined in Accession partnership are:**

##### Short-term priorities

- Strengthen the capacity to assess the financial and institutional impact of new legislation.

##### Medium term priorities

- Upgrade teaching of European matters, including training of judges on European Community law.
- Strengthen public financial control functions through the provision of adequate staff, training and equipment.

#### **National programme for adoption of Acquis (NPAA)**

The objective of the administrative reform is the establishment of functioning and effective state administration with new, open to the citizens' administrative culture, and creation of the necessary administrative capacity for work in the new conditions, as well as the ensuring the compliance with the European administrations.

Establishing units for administrative service in every structure with clear and widely accessible rules for servicing the citizens;

Introduction of a common system for developing the professional skills and civil servants re-qualification as well as developing concrete programs for implementing the modern achievements in this field with the cooperation of the Institute of public administration and European integration;

### 3. Description

#### 3.1 Background and justification:

One of the important reform priorities of the Government of Bulgaria is to establish modern administrative system. The Government has adopted in 1998 a strategy, which pave the milestones in that process.

The Strategy defines the principal objectives of the Government in the establishment of a modern administrative system of the State bodies of the Republic of Bulgaria, and of the executive power.

Legal reforms have been developed alongside a Public Administration Development Strategy, which was based on an in-depth analysis of the prevailing situation in the administration. The core pieces of legislation, which support the administrative development process, have now been adopted, including the Law for the Administration and the Civil Servant's Act, the Public Procurement Act, the Law on Access to Official Information, the Law for the Administrative Services to Physical and Legal Persons.

The Law for the Administration has set the framework for the new structure of the Bulgarian administration, including the de-concentrated general and specialized offices of local state administration. An electronic register for the administrative structures has been created providing for communication at central and local level. The development of better co-ordination mechanisms in the policy process and the improvement of the accountability system, however, cannot be achieved merely by implementing the Law for the Administration and using the Register. Streamlining policy processes and improving accountability mechanisms are both crucial to the development of adequate capacities to function in the EU system.

There is no tradition in Bulgaria for civil servants to engage in policy work as this is regarded more as a political responsibility than as professional and technical task. This situation, which is recognized and consecrated by recent legal texts (Law on Administration in particular) needs to be properly addressed in order to promote the creation of professional civil servants able to do policy analysis and policy co-ordination.

In the field of policy making process Bulgaria has introduced written rules for coordination of the national policies and the legislation. The development of the system requires that the coordination process goes deeper to take in account its impact on the overall social and economic life.

Decree of the CoM 209 dated 25.11.1999 for the Statutes of the CoM and its administration and the statutes of the ministries, state agencies, state commissions and other central level structures, represent the next step for enforcement of the Law for the Administration

The coordination of the integration to EU process is based on CoM Decree 3 dated 20.01.2000 for coordination of the activities for preparation of the Republic of Bulgaria for accession to the EU and negotiations for accession. Involvement of economic and social partners in the EU accession working groups stipulated in Decree 3 is promoted.

The Government of Bulgaria had requested the World Bank to prepare Country economic memorandum. In this Memorandum both sides agreed on the following:

Strategic planning capability in the Administration of the Council of Ministers needs to be strengthened. Policy analysis capacity and in particular, economic analytical capability and impact analysis should also be developed further, both in the Administration of the Council of Ministers and in line ministries. The recent move to set up political cabinets in each ministry under the Law on State Administration is in part designed to improve the situation in this area; and should indeed, by forcing greater contestability, lead to improvements in the overall quality of decisions made. However, further development is required to support the introduction of more rigorous evaluation techniques (such as program reviews and performance budgeting) than those currently employed.

There is also a need to secure improvements in the area of horizontal coordination, both across and within sectors. In this respect, the Administration of the Council of Ministers has a clear role to play in improving arrangements both for inter-sectoral and intra-sectoral coordination. A further area for attention is securing improvements in the arrangements and systems for tracking and monitoring the implementation of decisions taken by the Council of Ministers. The focus here needs to be on substantive compliance with Council of Minister decisions. Improvements in management information systems would make a positive contribution in this area.

However, while present arrangements are sufficient for creating some accountability for policy making on the part of line ministries and for forcing a strengthening in the self-sufficiency of line ministries, the Administration of the Council of Ministers does not itself have the policy-making analytical capability to provide sufficient contestability in the area of policy advice, nor to provide sufficient challenge to the proposals put forward by line ministries. This runs the risk that the overall quality of decisions may be compromised.

EC Regular Report 2000 is stating:

Whilst the mechanisms have improved, the quality remains variable. In policy areas which involve several departments and sectors (e.g. those to preparation for structural funds) the quality of inter-ministerial co-ordination needs to be further improved. Also, whilst new laws go through a mandatory impact assessment, this process often remains superficial. In the early stages of preparing a law, consultation with affected parties (e.g. social and economic partners) is insufficient. Earlier consideration needs to be given to how laws will be implemented, to the required secondary legislation or regulations, to the impact on the budget, to requirements in terms of human resources as well as to the costs to economic operators. As this is lacking, there are frequently delays between the adoption of laws and their effective implementation. After new laws enter into force, more attention needs to be paid to monitoring their implementation and enforcement, including in the court system. Whilst the capacity for policy and planning at level of ministries has improved, there is a lack of strategic co-ordination at the centre. Further progress is needed before the short term Accession Partnership priority of strengthening the capacity to assess the financial and institutional impact of new legislation can be considered to have been met.

and concluded:

Inter-ministerial co-ordination at national and regional levels remains a problem.

Efforts are focussed on preparation and adoption of legislation with insufficient attention on how this will be implemented and enforced.

Some progress has been made to adopt legal, administrative and budgetary framework to programme and manage ISPA and SAPARD funds.

**This project therefore aims** at the development and deepening of the coordination process to take account of the overall impact of policies and legislation on the social and economic life. One step will be to strengthen the capacity for the preliminary analysis of the impact of new legislative proposals. Development of comprehensive methodology for impact analysis and its efficient introduction is required. There is a need for overcoming the deficiencies in the policy development processes, their horizontal and vertical coordination and feedback. Appropriate implementation arrangements have to be assured at all levels of public administration, taking into account the medium and long-term impact on the country development. The development of the system for coordination also requires implementation of effective mechanism to attract social and economic partners represented by their organizations in the front-end public debate on newly prepared legal actions and policies formulation. Prerequisite is the availability and the collection and distribution of information among the central and local institutions in efficient and timely manner.

Bulgaria has achieved a substantial approximation of legislation to EU standards. Thus the greatest challenge ahead is not so much in the design of the legislative framework, but rather in the quality of preparation and consultation before drafting legislation and its implementation. The effective implementation of the following principles of regulation is a priority: transparency, accountability, targeting, consistency, proportionality and consultation.

### 3.2 Linked activities:

The project is oriented to fulfill the gaps and deficiencies in the process of elaborating comprehensive policies supported by preliminary impact analysis and harmonized legislation, taking into account the medium and long-term impact on the overall country development to reach the prime goal to become member of the European Union. The project is based on the analysis made by SIGMA, the World Bank, the British Know-how Fund and the recommendations given in the EC Regular Report on enhancing the analytical and administrative capacity of the central government in introducing comprehensive and coordinated policies and their implementation.

Public administration reform was supported by Phare under project BG-9317 "Public Administration Reform Programme". Finished in January 1999, the Programme provided legal expertise used for drafting the Civil Service Act and the Law on State Administration and a number of training activities.

BG 9909.01 "Training for Public Administration" is a Phare project which had as a wider objective to promote the establishment of a professional, efficient and responsible public administration, which would allow Bulgaria to participate effectively in the EU policy process and would be capable of meeting the administrative standards of the European Union, and implementing and enforcing the

*acquis communautaire* effectively. One of the sub-projects consisted of the creation of a national public administration training institution, which could pool national expertise and inputs from external donors. The institution would have the function of a catalyst for the development of high quality in-service training programmes. This training institution will be referred to as the Institute for Public Administration and European Integration (IPAEI). **All training activities** foreseen in this project will therefore be organised in close co-ordination with the **IPAEI**, in order to assure the sustainability of this project and to further develop a permanent training capacity in Bulgaria.

Under Phare 2001, there is another project proposed by the administration of the Council of Ministers entitled “Implementing civil service reform”. One of the results of this project is to create a permanent capacity in the public administration management structures for public administration and policy implementation through analysis of current practices and definition of measures and action plans for the performance of the public administration at central and local level. The present project deals with strategic planning and policy design at national level, through development of appropriate methodologies, preparation and introduction of service manuals, creation and training of key civil servants pool.

### 3.3 Results:

It is expected that the project will result in improvement of the quality of new legal acts, coherent strategies and policies preparation based on comprehensive preliminary analysis, developed system for inter-ministerial coordination, central government regional coordination, enforced procedures for social and economics partners consultations. The expected results are:

- ❑ Enhanced capability to identify the efficiency and practicability of different policy options and identify appropriate enforcement actions;
- ❑ Elaborated impact assessment techniques and procedures to improve the capability for assessment of budgetary, economic and social consequences of policy options;
- ❑ Developed and adopted Manual for strategic planning techniques and procedures;
- ❑ Developed and adopted policies monitoring methodology and procedures;
- ❑ Elaborated feedback procedures for information collection and analysis;
- ❑ Enhanced and efficient inter-ministerial co-ordination and consultations in policy making and law drafting, in writing through comprehensive consultation procedure;
- ❑ Enhanced and efficient structured dialogue with stakeholders in law drafting and strategies preparation;
- ❑ Developed standard procedures for disseminating information on draft laws and regulations
- ❑ Developed standards reports accompanying draft regulations and laws
- ❑ Created pool of qualified permanent professional civil servants at the Council of Ministers administration to do policy analysis and technical inter-ministerial co-ordination.
- ❑ Created capacity for reporting on implementation of policies and legislation at regional level;
- ❑ Created capacity for monitoring the implementation of policies and legislation, identifying problems and making proposals for changes

### 3.4. Activities:

The project foresees a systematic approach to the process of enhancing the administrative capacity in strategies and policy design and implementation, through legal enforcement and development of impact assessment manuals and procedures, development and implementation of strategic planning manuals and techniques, development and implementation of monitoring and feedback manuals.

Part of the project is closely linked to the policy design activities described above and foresees the enhancement of the inter-ministerial and public consultations process through elaboration of structured dialogue within the administration itself and within the society and attracting the social and economic partners in the decision making process, and is oriented on how to prepare and disseminate policy design documents and in efficient manner to consult the stakeholders and get feedback information.

The project consists also support to training activities to be provided for the efficient implementation of the above described approaches, manuals and techniques and transfer know how for continuous training to the Bulgarian Institute for Public administration and European

integration.. The training needs are in a process of analysis by the Institute for Public Administration and European Integration. The training is to be organized by the Institute for Public Administration and European Integration. The institute will provide the training methodology. The contractor will provide the input for the preparation of the training programmes and materials.

The project includes the following activities:

To develop methodology for regulatory impact analysis of the economic and social consequences including different options assessment, needed legislative action, identifying, and when possible quantifying the costs, as well as the benefits and the side effects of each option; identification of measures imposing new burdens on economic operators should be accompanied by compliance cost assessment, with a particular reference to costs to small businesses.

- To develop Preliminary impact assessment methodology and procedures including resources regulatory implications of a policy change;
- To prepare strategic planning Manual based on state of the art approaches including definition of the mandate, the desired policy goals, approaches to achieve these goals, description of policy measures, cost estimates;
- To develop Monitoring and feedback Manual and procedures for policy implementation based on state of art approaches;
- To develop monitoring and feedback process, procedures and standard practices for the effects of newly introduced legislation;
- To develop the procedures and standard practices for reporting at regional level on the implementation of policies and the legislation in view of its impact on the development of the regions;
- To support the introduction of preliminary impact assessment procedure and guidelines into the administrative practice.
  - To develop an efficient mechanism and a guideline for inter-ministerial co-ordination and consultations in policy making and law drafting including preparation of draft legislative act regulating the process of inter-ministerial co-ordination;
- To create a mechanism for identification and involvement of all parties likely to be affected by the respective strategy or piece of legislation;
- To regulate and install the practice for public consultations in the process of drafting new legislation in view of making it simpler and more understandable;
- To install the practice for public information and consultations for new pieces of legislation to make them more accessible.
- To provide training materials and support to the IPAEI for the implementation of pilot training courses on preliminary impact assessment methodology, strategic planning methodology, inter-ministerial and public consultation approaches.
- To transfer training courses and methodology and training of trainers from the Bulgarian Institute for Public administration and European integration. Training is to be organised by the Institute.
- To support to the training of central and regional government administration key staff to apply efficiently the new procedures.

#### **4. Institutional Framework**

- Overall responsibility for the public administration in Bulgaria is now held by the Prime Minister who is also Minister of State Administration, assisted as such by the Secretary General of the Council of Ministers and the Directorate for State Administration and Directorate for Regional Coordination in the CoM;
- CoM Ordinance ? 209/25.11.1999, sets out the requirements for legal acts preparation and consultations and strategies/policies consultations and approval. The functions and responsibilities of Directorates within the CoM administration;
- CoM Ordinance ?3/11/01.2000, sets out the coordination mechanism in European integration field;
- Administrations interdepartmental consultations have to be performed prior proposals for new acts, strategies and programmes are introduced to the Council of Ministers for adoption;
- Council of Ministers operational programme and legislative programme are regularly prepared;
- The Civil servants law had introduced system for initial and continuous training of civil servants;

- Institute for Public Administration and European integration was established and is under development including with Phare support;
- Public administration law has introduced in systematic way the statutes of different types of institutions and requires establishment of institutional register which is under development, and sets out the internal institutional structures requirements;
- The National Economic Development Plan is developed under the coordination of the Ministry of Regional Development and Public Works with the support of inter-ministerial Central Coordinating Unit (CCU);
- The Phare, ISPA and SAPARD pre-accession instruments are monitored by Joint monitoring committees and monitoring sub-committees which are established;
- In each sector long-term strategies were developed and are under implementation.

The beneficiary institution is the Council of Ministers administration, in particular the Legal Directorate, Directorate for State Administration, Directorate for Economic Policy, Directorate for Regional Coordination, Directorate for European Integration and Relations with IFIs. The ministerial and regional administrations are also involved in the project.

## 5. Detailed Budget

	<b>Phare Support</b>					
	Investment Support	Institution Building	<b>Total Phare (=I+IB)</b>	<b>National Cofinancing*</b>	<b>IFI*</b>	<b>TOTAL</b>
<b>Technical assistance contract</b>		<b>2,0</b>	<b>2,0</b>			<b>2,0</b>
<b>Total</b>		<b>2,0</b>	<b>2,0</b>			<b>2,0</b>

## 6. Implementation Arrangements

### 6.1 Implementing Agency

The implementing agency, the Central Financing and Contracting Unit (CFCU) will be responsible for tendering, contracting, payments and financial reporting. Mr. P. Oresharski, Deputy Minister of Finance, has been appointed PAO for the Institution Building projects.

The Council of Ministers administration is the beneficiary, 1 Dondukov Blvd, Sofia 1000, Bulgaria.

A steering committee will coordinate the project with representatives of CoM administration Directorates and key ministries representatives as Ministry of Finance, Ministry of Economy, Ministry of Regional development and public works and Ministry of agriculture. It is proposed the steering committee to be chaired by the Secretary General of the Council of Ministers. Regular meetings will be organised with the line Ministries State Secretaries. Senior Project officer will be nominated. The Institute for Public Administration and European Integration representatives is an integral part of the project. The official responsible for the day-to-day implementation of the project is Mr Milko Kovachev, from the Directorate on European Integration and Relations with IFIs in the Council of Ministers (tel. +359 2 9402483, fax. +359 2 9807707, e-mail address – [M.Kovachev@government.bg](mailto:M.Kovachev@government.bg) )

6.2 Twinning N A

6.3 Non standard aspects N A

6.4 Contracts

One service contract is foreseen of a total value of 2,0 MEuro

## 7. Implementation Schedule

7.1 Start of tendering	1 Q 2002
7.2 Start of project activity	2 Q 2002
7.3 Project completion	4 Q 2003

## 8. Equal Opportunity

- The dimension of equal opportunity and gender equality will be integrated into all levels of the project. This will establish a suitable foundation for mainstream gender equality in the future. It will be included in the Terms of Reference of the project as a joint responsibility of the Contractor, and the beneficiary institutions.

## 9. Environment - NA

## 10. Rate of return - NA

## 11. Investment criteria - NA

## 12. Conditionality and sequencing

### *Conditionality*

**All training activities** foreseen in this project will be organised in close co-operation with the **IPAEL**, in order to assure the sustainability of this project and to further develop a permanent training capacity in Bulgaria.

Bulgaria's capacity to adopt and implement the *acquis communautaire*, depends on the reinforcement of its institutional and administrative capacity. Since summer 1997 a number of important initiatives have been taken in the area of administrative development, in particular in the form of the adoption of crucial legislation and creation of administrative structures. The implementation of the laws adopted so far, in particular the Law for the Administration and the Civil Service Act, will require the full support and political engagement of the Bulgarian government as well as major external support, if this is to be successful.

### *Sequencing*

The project will start with the following activities:

- To create capacity within the central administration to analyse the efficiency and practicability of different policy options and the related legislation;
- To develop impact assessment techniques and procedures and create capacity within the central administration for assessment of the budgetary, economic, social and environmental impacts of the policy options and proposed legislation

And will be followed by activities as follows:

- To create capacity for reporting on the implementation of the policies and the legislation at regional level
- To create capacity for monitoring the implementation of the policies and the legislation, identifying problems and making proposals for changes
- To develop mechanisms for efficient inter-ministerial co-ordination and consultations in policy-making and law drafting with definition of clear responsibilities
- To develop mechanisms for dialogue with all stakeholders in the process of law drafting and strategies preparation
- Pilot training





**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. Reference to feasibility /pre-feasibility studies. For all investment projects, the executive summary of the economic and financial appraisals, and the environmental impact assessment should be attached .
5. List of relevant Laws and Regulations and Reference to relevant Government Strategic plans and studies .

LOGFRAME PLANNING MATRIX FOR Project: <b>Strategic policy-making and co-ordination</b>		
	Contracting period expires – 30 November 2003	Disbursement period expires 30 November 2004
	Total budget : 2,00 mln. EURO	Phare budget 2,00 mln. EURO

Overall objective	Objectively verifiable indicators	Sources of Verification	
To strengthen the capacity and abilities of the administration of the Council of Ministers in the area of strategic planning, co-ordination of policy design and implementation, and policies' impact assessment. In particular with regard to those policies aimed at preparing Bulgaria for membership of the EU.	<ul style="list-style-type: none"> <li>• Effective, efficient and timely implementation of national strategies and programmes;</li> <li>• Harmonized and quality legal acts;</li> <li>• Timely implementation of Government legislative programme;</li> <li>• Coherence between Government legislative programme and NPAA;</li> </ul>	Government programme progress reports. Government operational programme (yearly and quarterly) progress reports. Government legislative programme progress reports. Quarterly reports from the ministries in administrative reform implementation. Minister of State administration yearly report. District administrator's yearly reports. National statistics. EC regular reports. PHRD working group reports. British Know-how Fund activity reports. SIGMA reports.	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To enhance efficient policy making, in both legal and substantive terms, that is economically efficient, sustainable in budgetary terms, using impact assessment methodology.  To build up sufficient administrative capacity at the Council of Ministers administration for policy design, consultation, impact assessment, adoption, implementation and monitoring.	<ul style="list-style-type: none"> <li>• Procedures supporting the implementation of NPAA in timely and quality manner.</li> <li>• Consistence between National Economic Development Plan and sector's strategies and programmes.</li> <li>• European Commission opinion on the National Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• National programme for adoption of <i>acquis</i> progress reports.</li> <li>• NEDP progress and monitoring reports.</li> <li>• Sector's strategies and programmes progress reports and reviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Bulgaria's continuing implementation of the <i>acquis communautaire</i>.</li> <li>• Bulgaria's commitment to public administration development.</li> <li>• Readiness of the NEDP to become national</li> </ul>

	<p>Plan.</p> <ul style="list-style-type: none"> <li>• Achievement of results expected in the Human Resources development strategy, Productive sector improvement strategy, Business related infrastructures strategy, Institution Building Strategy in the field of Economic and social cohesion as strategies emanating from the NEDP.</li> <li>• Performance of the introduced system for initial and continuous training of civil servants in accordance to Civil servants law.</li> <li>• Performance of political cabinets introduced with Law for the administration.</li> <li>• Performance of Council of Ministers administration Directorates based on regular review under the Statute of this administration.</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-committees minutes of meetings.</li> <li>• Central Coordinating Unit reports.</li> <li>• Joint monitoring committee reports.</li> <li>• ISPA monitoring committee reports.</li> <li>• SAPARD monitoring committee reports.</li> <li>• CBC monitoring committee reports.</li> <li>• Phare monitoring committees review reports.</li> </ul>	<p>overall planning document.</p> <ul style="list-style-type: none"> <li>• Regular Sector strategies reviews are implemented (every two years).</li> <li>• Government pace in application of strategic planning techniques and impact analysis of newly introduced legislation.</li> <li>• Stake holder ability to implement effective and efficient coordination and implementation of policies.</li> <li>• Methodology taking into account “top-down” as well as bottom-up” approaches to country experience and consistency.</li> </ul>
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> <li>❑ Enhanced capability to identify the efficiency and practicability of different policy options and identify appropriate enforcement actions;</li> <li>❑ Elaborated impact assessment techniques and procedures to improve the capability for assessment of budgetary, economic and social consequences of policy options;</li> <li>❑ Developed and adopted Manual for strategic planning techniques and procedures;</li> <li>❑ Developed and adopted policies monitoring methodology and procedures;</li> <li>❑ Elaborated feedback procedures for information collection and analysis.</li> <li>❑ Enhanced and efficient inter-ministerial co-ordination and consultations in policy making and law drafting, in writing</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of secondary act on public consultation procedure.</li> <li>• Adoption of Manual on inter-ministerial co-ordination procedure.</li> <li>• Introduced strategic planning techniques and procedures in the administrative practice.</li> <li>• Introduced procedures for strategies and programmes monitoring and feedback.</li> <li>• Trained Council of Ministers administration, ministerial and district administration staff in</li> </ul>	<ul style="list-style-type: none"> <li>• State Gazette.</li> <li>• Project interim and final reports.</li> <li>• Training programmes and reports.</li> </ul>	<ul style="list-style-type: none"> <li>• The adoption is to be introduced in the Council of Ministers operational programme and legislative programme. This has to be monitored and introduced on time.</li> <li>• Procedures coherent with NPAA implementation schedule.</li> <li>• Administration inter</li> </ul>

<p>through comprehensive consultation procedure;</p> <ul style="list-style-type: none"> <li>❑ Enhanced and efficient structured dialogue with stakeholders in law drafting and strategies preparation;</li> <li>❑ Developed standard procedures for disseminating information on draft laws and regulations</li> <li>❑ Developed standards reports accompanying draft regulations and laws</li> <li>❑ Created pool of qualified permanent professional civil servant at the Council of Ministers administration to do policy analysis and technical inter-ministerial co-ordination.</li> <li>❑ Created capacity for reporting on implementation of policies and legislation at regional level;</li> <li>❑ Created capacity for monitoring the implementation of policies and legislation, identifying problems and making proposals for changes</li> </ul>	<p>applying the newly introduced procedures and techniques.</p>		<p>services consultations have to be performed before proposals for new acts, procedures and techniques are presented to the Council of Ministers for adoption.</p> <ul style="list-style-type: none"> <li>• Training programmes have to be elaborated on time to provide training prior the application date of the secondary legislation.</li> </ul>
<b>Activities</b>	<b>Means</b>		<b>Assumptions</b>
<p>To develop methodology for regulatory impact analysis of the economic and social consequences including different options assessment, needed legislative action, identifying, and when possible quantifying the costs, as well as the benefits and the side effects of each option; identification of measures imposing new burdens on economic operators should be accompanied by compliance cost assessment, with a particular reference to costs to small businesses.</p> <ul style="list-style-type: none"> <li>• To develop Preliminary impact assessment methodology and procedures including resources regulatory implications of a policy change;</li> <li>• To prepare strategic planning Manual based on state of the art approaches including definition of the mandate, the desired policy goals, approaches to achieve these goals, description of policy measures, cost estimates;</li> <li>• To develop Monitoring and feedback Manual and procedures for policy implementation based on state of art approaches;</li> <li>• To develop monitoring and feedback process, procedures and standard practices for the effects of newly introduced legislation;</li> <li>• To develop the procedures and standard practices for reporting at regional level on the implementation of policies and the legislation in view of its impact on the development of the</li> </ul>	<p><b>Technical assistance contract:</b> providing hands one expertise in analysis, benchmarking, policy design and drafting necessary enforcing regulations for the organization of the Manuals drafting process, designing training and providing pilot training sessions.</p> <ul style="list-style-type: none"> <li>○ Types and profile of the Project manager – with outstanding experience of co-ordination in the field of public administration management, planning, budgeting, implementation, high communication skills</li> <li>○ Long term expert in inter-ministerial and public co-ordination field</li> <li>○ Long term expert in policy design and budgeting</li> <li>○ Short term experts in: <ul style="list-style-type: none"> <li>○ Strategic planning</li> <li>○ Impact assessment</li> <li>○ Consultation process</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Coordination with activities under PHRD grant.</li> <li>• Coordination with British Know-how Fund activities.</li> <li>• Acceptance of Twinning is appropriate form for hand by hand exchange of information, on the job training and transfer of know-how during the project implementation.</li> <li>• Acceptance of Technical assistance is the appropriate form for elaboration and preparation for adoption of guidelines, techniques,</li> </ul>

<p>regions;</p> <ul style="list-style-type: none"> <li>• To support the introduction of preliminary impact assessment procedure and guidelines into the administrative practice.</li> <li>• To develop an efficient mechanism and a guideline for inter-ministerial co-ordination and consultations in policy making and law drafting including preparation of draft legislative act regulating the process of inter-ministerial co-ordination;</li> <li>• To create a mechanism for identification and involvement of all parties likely to be affected by the respective strategy or piece of legislation;</li> <li>• To regulate and install the practice for public consultations in the process of drafting new legislation in view of making it simpler and more understandable;</li> <li>• To install the practice for public information and consultations for new pieces of legislation to make them more accessible.</li> <li>• To provide training materials and support to the IPAEI for the implementation of pilot training courses on preliminary impact assessment methodology, strategic planning methodology, inter-ministerial and public consultation approaches.</li> <li>• To transfer training courses and methodology and training of trainers from the Bulgarian Institute for Public administration and European integration. Training is to be organised by the Institute.</li> <li>• To support to the training of central and regional government administration key staff to apply efficiently the new procedures.</li> </ul>			<p>procedures and providing training on them.</p> <ul style="list-style-type: none"> <li>• The review is based on SIGMA, World bank and British Know-How Fund activities.</li> </ul>
<b>Preconditions</b>			
Continuation of public administration reforms			

ANNEX 2: DETAILED IMPLEMENTATION CHART

Sub-Projects	1Q2002	2Q2002	3Q2002	4Q2002	1Q2003	2Q2003	3Q2003	4Q2003	1Q2004	2Q2004	3Q2004	4Q2004
• Technical assistance contract:	T	I	I	I	I	I	I	F				

TENDER

IMPLEMENTATION

FINALISATION

ANNEX 3:

## CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE

All figures in million Euro

	31/12/2000	30.03.2002	30.06.2002	30.09.2002	31.12.2002	30/03/2003	30/06/2003	30/09/2003	31/12/2003	30.03.2004	30.06.2004	30.09.2004	31.12.2004
<b>Contract 1 Technical Assistance</b>													
Contracted		2,0											
Disbursed		0.1	0.4	0.6	0,8	1	1,2	1,5	1,8	2,0			

- 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.

#### **ANNEX 4: List of Relevant Laws and Regulations and Reference to relevant Government Strategic plans and studies**

- Law for the Administration
- Civil Service Act
- Public Procurement Act
- Local Self Government and Local Administration Act
- Law on Access to Official Information
- Law for the Personal Data protection (Draft)
- Law for the Administrative Services to Physical and Legal Persons
- Decree 209 for the statutes of the administration of the Council of Ministers
- Statutes of the line ministries and state agencies
- Statutes of the district administrations
- Ordinance of the CoM Nr. 3/20.01.2000 for adopting an the coordination of activities related to the preparation of Bulgaria for EU accession and process of negotiations
- Decree Nr. 82 dated 15.05.2000 for the establishment of the Institute for Public Administration and European Integration and approval of its Statutes
- National Programme for Adoption of *Acquis*
- Strategy for establishment of modern administrative system in Republic of Bulgaria
- The National Economic Development plan
- The Agriculture and Rural Development plan
- The regional development plans – National, Districts and Municipalities
- Human resources development strategy
- Productive sector development strategy
- Business related infrastructures development strategy
- Economic and social cohesion Institution building strategy
- Sector strategies
- PHRD report
- British Know-how fund activities review