

Standard Summary Project Fiche for the Transition Facility

1. Basic Information

1.1. CRIS Number: 2007/19343.01.12
Twinning Contract RO /2007-IB/JH/04

1.2. Title:

"Improving the management of human resources of the Romanian Police"

1.3. Sector: Justice and Home Affairs

1.4. Location: Romania

2. Objectives

2.1. Overall Objective:

To enhance the institutional capacity of Romanian Police.

2.2. Project purpose:

To develop a coherent strategy which will contribute to the reform process of Romanian National Police, in order to increase overall efficiency and staff motivation, to improve business performance through the training and development of its employees and to adapt the Romanian Police system to new missions/challenges.

2.3. Justification

The Romania 2005 Comprehensive Monitoring Report, under *Chapter 24: Cooperation in the field of justice and home affairs* highlights that "the management of human resources needs urgent improvement so that career development and merit-based promotions practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making".

Previous Comprehensive Monitoring Report underlined that "rules on recruitment, career development and salaries remain to be implemented both centrally and in the territory. Additional continuous training is also needed for serving police officers and agents. Preparations in this area need to be accelerated".

The peer review report issued in July 2005 by EU expert, Byron Davies, stipulates, that "*even if some changes have been made, the reform within Human Resources particularly career development, is not as energetic as it could be. Within the Romanian Police there are many well-qualified and trained personnel who have returned to their duties after lengthy seminars and workshops, without having the opportunity of exercising their new skills and knowledge. They are not flagged within the Human Resources system as being available for promotion and subsequent benefit to their organisation. It is impossible therefore to utilize them and reap the benefit of their training*".

The expert recommends urgent improvements in this field given the fact that: manager's job description need to be modified, the current Romanian Police Strategy objectives need to be improved in order to complete the human resources decentralisation process.

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3. Description

3.1 Background and justification

Following the EU's recommendations, in the last year Romanian Police had to reduce the lack of personnel. In this respect, the police schools shortened the training period and changed the curricula for training over 1700 police agents. It's necessary to revise the police school curricula and the continuous training curricula in order to fulfil the European police standards, to adapt it to the requirements of European police training curricula and to the CETS system.

Taking into account the large number of Romanian Police personnel (about 55.000 employees), the management of the Romanian Police human resources and the training of its staff are considered as tasks with decisive impact on the Romanian Police efficiency.

Is essential to develop an effective human resources management system, including a management policy, able to support the achievement of the Romanian Police objectives, and which explicitly recognises that people are the organisation's most valuable resource.

Given the observations formulated by the EU experts and based on internal analyses, the Romanian Police intends to address the highlighted problems by developing an effective human resources management system and by focusing on restructuring the existing Police basic education and training system. Based on the objectives stipulated in the Strategy for Modernisation of Romanian Police 2004-2007 regarding the management of human resources it is necessary to draft a Police Education and Training Strategy.

Urgent improvements are recommended in this field given the fact that: manager's job description needs to be modified, the current Romanian Police Strategy objectives need to be improved in order to complete the human resources decentralisation process.

Following the EU expert's recommendations, in the last year Romanian Police had to reduce the lack of personnel. In this respect, in the police schools shortened the training period and changed the curricula for training over 1700 police agents. It's necessary to revise the police school curricula and the continuous training curricula in order to fulfil the European police standards, to adapt it to the requirements of European police training curricula and to the CETS system.

Taking into account the large number of Romanian Police personnel, aprox. 55.000 employees, the management of the Romanian Police human resources and the training of its staff are considered as tasks with decisive impact on the Romanian Police efficiency.

In the context of Romania's European integration, at 2007 January 1st, there are expected evolutions and continuous mutations of the criminality phenomenon which will involve developing of flexible and precise mechanisms of reaction, including policies and strategies in the field of human resources.

The knowledge and the skills of the trainees need to be enhanced by acquiring new techniques to be used in their work and the cooperation among Romanian Police and the similar institutions in EU member states effective.

The envisaged results hereby will be an established modular system for police education and training, based on the concept of life-long learning. The European Credit Transfer System (ECTS) at the Police Schools which will be put in practice starting with the next year will be analysed and revised if necessary. Furthermore, the existing curricula for all levels of Police education and training will be revised and introduced at the Police Schools, based on EU Member States best experiences. A quality control system for measuring and assessing the

efficiency of training programs and trainers, as well as a system for managing the lecturers and trainers will complete the envisaged results.

The project is aiming also to support the continuous training for the Romanian Police personnel by organising seminars at central and territorial level in the field of human resources management. The knowledge and skills of the trainees will be enhanced by acquiring new techniques to be used in their work and the cooperation among Romanian Police and the similar institutions in EU member states will be more effective.

Is essential to develop an effective human resources management system, including a management policy, able to support the achievement of the Romanian Police objectives, and which explicitly recognises that people are the organisation's most valuable resource.

There is no overlap between the proposed project proposed to be financed under Transition Facility and other assistance given to Romanian Police.

3.1. Linked Activities

Even if the training sessions within Phare Programmes 2004 „Fight against organised crime-an inter institutional approach” and 2006 - „Adopting the intelligence led policing concept in the field of organised crime” addressed to specific domains of Romanian Police activity, the actual twinning project intends the reforming of the system of initial and continuous training of the personnel, as well as the training of the policemen that administrate currently the activity of human resources given the fact that until now any training courses in their domain have not been delivered.

3.2. Results

- 3.2.1. Human Resources Management (HRM) system within the Romanian Police revised and implemented.
- 3.2.2. Career development system within the Romanian Police upgraded and implemented.
- 3.2.3. Performance evaluation system within the Romanian Police revised and implemented.
- 3.2.4. Romanian Police Education and Training Strategy adopted as basis for further activities and development at Police Schools
- 3.2.5. Modular system for police education and training and European Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented within the Police Schools.
- 3.2.6. Curricula and training material for all levels of police education and training, based on EU Member States best practices and life long learning concept, revised and approved at MIAR level.
- 3.2.7. Quality control system for measuring and assessing the efficiency of training programs and trainers established.
- 3.2.8. Developed system for management of permanent and non-permanent lecturers and trainers.

3.3. Activities

The proposed project activities will be implemented through a twinning contract.

- 3.3.1. Human Resources Management (HRM) system within the Romanian Police revised and implemented. (55.735 Euro)**

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- 3.3.1.1. The current human resources management system including legal framework reviewed and analyzed.
- 3.3.1.2. A new HRM System, building upon current one designed.
- 3.3.1.3. Amendments to the relevant regulations based on the outcome of act.3.3.1.1. and 3.3.1.2. drafted and implemented.
- 3.3.1.4. Romanian Police key personnel trained on the new HRM system.
(Topics: personnel planning, general job description framework, career development, leadership - management development, personal development, diversity management, employee performance management, interpersonal skills.)

3.3.2. Career development system within the Romanian Police upgraded and implemented. (68.265 Euro)

- 3.3.2.1. Criteria for recruitment, assignment to duties and promotion scheme for low rank staff within the Romanian Police reviewed.
- 3.3.2.2. Job descriptions for middle to high management within the Romanian Police modified
- 3.3.2.3. Criteria for recruitment, assignment to duties and promotion scheme for middle to high management within the Romanian Police defined.
- 3.3.2.4. Amendments to relevant regulations drafted and implemented.
- 3.3.2.5. Romanian Police key personnel trained on recruitment matters.
(Topics: recruitment criteria and procedures, interview and evaluation, background procedures, job description, redefining the promotion scheme for all personnel, organization planning & execution in human resources)

3.3.3. Performance evaluation system within the Romanian Police revised and implemented. (44.505 Euro)

- 3.3.3.1. Concepts for evaluation of Romanian Police staff performance and possible requirement for additional training developed.
- 3.3.3.2. concepts for applying rewards and disciplinary measures, developed.
- 3.3.3.3. amendments to the relevant regulations based on the outcome of act.3.3.3.1 and 3.3.3.2. drafted and implemented.
- 3.3.3.4. Romanian police key personnel trained on performance evaluation methods
Topics. (job expectations and evaluation, standards of satisfactory performance, professional role assessment system, professional rewards and remuneration system, professional awards and motivation system, professional disciplinary code and sanctions procedure;)

3.3.4. Romanian Police Education and Training Strategy adopted as basis for further activities and development at Police Schools (36.290 Euro)

- 3.3.4.1 Relevant strategic documents (e.g. "Romanian Police Strategy") reviewed and analyzed.
- 3.3.4.2. Strategy for Romanian Police Education and Training drafted and implemented.

3.3.5. Modular system for police education and training and European Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented within the Police Schools. (55.735 Euro)

- 3.3.5.1. The current police education and training system from the organizational point of view reviewed and analyzed.
- 3.3.5.2. A new police education and training system based on the modular approach and ECTS drafted
- 3.3.5.3. Amendments to relevant regulations based on the outcome of act. 3.3.5.1 and 3.3.5.2. drafted and implemented.
- 3.3.5.4. Key personnel on modular system and ECTS, trained.
(Topics: police educational system in European police forces, best practices in the field of police education, basic police training ;)

3.3.6. Curricula and training material for all levels of police education and training, based on EU Member States best practices and life long learning concept, revised and approved at MIAR level. (79.495 Euro)

- 3.3.6.1. Current curricula for all levels of police education and training reviewed and analyzed
- 3.3.6.2. The current police education and training curricula in line with EU Member States best practices amended.
- 3.3.6.3. A new curricula regarding police management, intercultural tolerance, interpersonal communication, conflict prevention, proactive/problem solving police work and custom oriented behaviour, developed.
- 3.3.6.4. The new training materials based on the outcome of act. 3.3.6.2 and 3.3.6.3. drafted and approved at the level of Ministry of Interior and Administration Reform.
- 3.3.6.5. Training of trainers on new curricula.
(Topics: best practices in the field of police continuous training, specific police training, structure of management training on different training levels)

3.3.7. Quality control system for measuring and assessing the efficiency of training programs and trainers established (18.145 Euro)

- 3.3.7.1. Rules and tools to evaluate police education and training (curricula, trainers) and guidelines developed.

3.3.8. Developed system for management of permanent and non-permanent lecturers and trainers. (25.060 Euro)

- 3.3.8.1. Criteria for identification of institution providing lecturers and for selection of lecturers and trainers established.
- 3.3.8.2. Data base of lecturers and trainers designed and implemented

Tasks of the Resident Twinning Adviser (12 working months, TF 156.164 EUR)

Related to results 1-8

-Project management and coordination of the activities of the team members in line with the agreed work programmes to enable timely completion of project outputs

-Preparation of project progress reports and supervision of the preparation and production of tasks reports

Profile:

- At least 10 years experience in the field of home affairs;
- At least 8 years of direct work in a similar unit in Member States, in the field of human resources management.
- Previous involvement in similar Institutional Building projects
- Knowledge of relevant EU legislative and institutional requirements;
- Fluent in written and spoken English
- Proficient communication / listening/ networking skills
- Duration of secondment: 12 months

RTA assistant (12 working months; TF 12.000 EUR) – contracted by CFCU

- Related to results 1-8
- Assisting the RTA and project experts in project implementation, production of project reports and preparation of meetings, workshops and training courses
- Liaison between project experts and local authorities as well as NGO-s
- Assisting in preparation and translation of project documents and reports from English to Romanian and from Romanian to English
- Editing of project documents

Profile:

- Very good computer literacy (Word, Excel, Power Point)
- Excellent English(oral and written)
- Translation, editing and interpretation experience
- Good communication and organization skills
- Full university degree

MS Project Leader (20 working days in Romania over 12 consecutive months, TF 15.560EUR)

Related to results 1-8

- Overall co-ordination of the project;
- Leading the project activities.

Profile:

- Long-term civil servant from an EU Member State administration;
- Educated and experienced in the field of management and organization
- At least 3 years working experience in a leading management
- Very good command of English (oral and written)
- Excellent computer skills (Word, Excel)

STE 1: Human Resources Management (HRM) system within the Romanian Police revised and implemented (9 weeks, TF 55.735 Euro)

Result 1

- Reviewing and analysing of the tasks and responsibility areas assigned to the Directorate for Human Resources Management from Romanian Police including legal framework
- Identifying of missing/weak links in institutional set-up

- Designing a new HRM System, building upon current one.
- Elaboration of clear distribution of functions, development of information exchange systems, cooperation schemes and action plans between different parties responsible for crisis management, development of relevant guidelines
- Drafting of amendments to the relevant regulations
- Charting of obligations arising from relevant EC legislation
- Training of Romanian Police key personnel on the new HRM system.
(Topics: personnel planning, general job description framework, career development, leadership - management development, personal development, diversity management, employee performance management, interpersonal skills.)
- Preparation and publication of Task Report 1

Profile:

- Experience in assessing the set-up of management
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology or MBA;
 - At least 5 years experience in law enforcement personnel management, organisation, management, conduction of staff and organisational analyses in large organisations with a hierarchic structure
 - Training experience
 - Excellent knowledge of issues of organisation diagnosis

STE 2: Career development system within the Romanian Police (11 weeks; TF 68265 Euro)
Result 2

- Analyzing professional role assessment system, professional internal and external relations system, professional appointment system, professional awards and motivation system, professional rewards and remuneration system, professional disciplinary code and sanctions procedure, promotion system;
- Reviewing criteria for recruitment, assignment to duties and promotion scheme for low rank staff within the Romanian Police.
- Modifying job descriptions for middle to high management within the Romanian Police
- Defining criteria for recruitment, assignment to duties and promotion scheme for middle to high management within the Romanian Police.
- Drafting of amendments to relevant regulations and implementation.
- Training of Romanian Police key personnel on recruitment matters.
(Topics: recruitment criteria and procedures, interview and evaluation, background procedures, job description, redefining the promotion scheme for all personnel, organization planning & execution in human resources)
- Preparation of Task Report 2

Profile:

- Experience in analysis and development of human resources management for law enforcement agencies
- Wide knowledge of EC legislation

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- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- Training experience
- University degree in management / law enforcement / sociology, psychology or MBA;
- At least 10 years experience in law enforcement personnel management

STE 3: Performance evaluation system within the Romanian Police (7 weeks; TF 44.505 Euro)

Result 3

- Analysing the current professional evaluation system of Romanian Police in order to identify the system's gaps
- Analysing the use of evaluation instruments in the Romanian Police
- Developing concepts for evaluation of Romanian Police staff performance based on modern management instruments and possible requirement for additional training.
- Developing concepts for applying rewards and disciplinary measures.
- Drafting of amendments to the relevant regulations and implementation.
- Training of Romanian Police key personnel on performance evaluation methods.
(Topics: job expectations and evaluation, standards of satisfactory performance, professional role assessment system, professional rewards and remuneration system, professional awards and motivation system, professional disciplinary code and sanctions procedure ;)
- Preparation of Task Report 3

Profile:

- Experience in analysis and development of human resources management for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology or MBA;
- Training experience
- At least 10 years experience in law enforcement management

STE 4: Romanian Police Education and Training Strategy adopted as basis for further activities and development at Police Schools (6 weeks; TF 36.290 Euro)

Result 4

- Reviewing and analyzing relevant strategic documents (e.g. "Romanian Police Strategy").
- Analyzing the training methodology in the different structures of the Romanian Police towards achieving uniformity, continuity and completeness in the training of policemen
- Drafting a Strategy for Romanian Police Education and Training
- Implementing the strategy in the Police Schools and in the police continuous training system
- Preparation of Task Report 4

Profile:

- Experience in analysis and development of training strategies for law enforcement agencies

- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology or MBA

- Experience in providing trainings in the scope of organisation and management

STE 5: Modular system for police education and training and European Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented within the Police Schools. (9 working weeks; TF 55.735 Euro)

Result 5

- Reviewing and analyzing the current police education and training system of Police Schools
- Defining a uniform conception on the training of the police personnel in order to give an integrated response to the needs for initial training, for updating the acting officials' skills and for specialization of the policemen.
- Updating the training contents in order to optimize the use of appropriate equipment and training devices in the professional training process.
- Drafting a new police education and training system based on the modular approach and ECTS and implementation.
- Training of key personnel on modular system and ECTS.
(Topics: police educational system in European police forces, best practices in the field of police education, basic police training;)
- Preparation of Task Report 5

Profile:

- Experience in analysis and development of training strategies for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology or MBA
- Experience in providing trainings in the scope of organisation and management

STE 6: Curricula and training material for all levels of police education and training, based on EU Member States best practices and life long learning concept, revised and approved at MIAR level. (13 working weeks, TF 79.495 Euro)

Result 6

- Reviewing and analyzing of current curricula for all levels of police education and training
- Amending the current police education and training curricula in line with EU Member States best practices
- Developing the new curricula regarding police management, intercultural tolerance, interpersonal communication, conflict prevention, proactive/problem solving police work and custom oriented behaviour.
- Drafting the new training materials and approval at the level of Ministry of Interior and Administration Reform.
- Training of trainers on new curricula.

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- (Topics: best practices in the field of police continuous training, specialized police training, structure of management training on different training levels ;)
- Preparation of Task Report 6

Profile:

- Experience in analysis and development of training strategies for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology or MBA
- Experience in providing trainings in the scope of organisation and management

STE 7: Quality control system for measuring and assessing the efficiency of training programs and trainers (3 working weeks, TF 18.145 Euro)

Result 7

- Analyzing the existent quality control system and identifying the basic training faults, define and localize their sources
- Developing rules and tools to evaluate police education and training (curricula, trainers)
- Developing guidelines for measuring and assessing the efficiency of training programs and trainers
- Preparation of Task Report 7

Profile:

- Experience in analysis and development of quality control of training strategies for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in law enforcement / sociology, psychology or MBA

STE 8: Developed system for management of permanent and non-permanent lecturers and trainers (4 working weeks, TF 26.784 Euro)

Result 8

- Analysing the existing criteria for the lecturer's selection
- Amending the current criteria in this field in line with EU Member States best practices
- Establishing the new criteria for identification of institution providing lecturers and for selection of lecturers and trainers.
- Designing and implementing data base of lecturers and trainers.
- Provision of recommendations for further development of the system
- Preparation of Task Report 8

Profile:

- Experience in analysis and development of training management for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)

- University degree in law enforcement / sociology, psychology or MBA

3.4. Lessons learned:

See annex 5

4. Institutional Framework

The main beneficiary of this project proposal is the Ministry of Interior and Administrative Reform through the Romanian Police.

Romanian Police belongs to the Ministry of Interior and Administrative Reform and is the specialised state body which has tasks regarding the defence of fundamental human rights and liberties, of private and public property, crime prevention and investigation, observing public order, under the provisions of Law No. 218/2002 regarding the organisation and functioning of Romanian Police, which will be amended and completed depending on the requirements and the objectives which are to appear in the future period.

The modern legal framework was completed by Law No. 360/2002 regarding the Police Officer's Statute, which enforces the demilitarisation of the Romanian Police.

The activity of the Romanian Police represents a specialised public service provided to the benefit of people, community, and state institutions, exclusively on the basis of and observing the provisions of Law.

5. Detailed Budget

€M	Transition Facility support			Co-financing			Total cost
	Investment	Institutional Building	Total Transition Facility (=I+IB)	National Public Funds (*)	Other Sources (**)	Total co-financing of the project	TF plus co-financing
Project 01 (TW)	0,00	0,65	0,65	0,00	0,00	0,00	0,65
Project 01 parallel co-financing	0,00	0,00	0,00	0,05*	0,00	0,05*	0,05
Total	0,00	0,65	0,65	0,05	0,00	0,05	0,70

Comment:

(*)parallel co-financing

For the TW component, the amount of 50.000 Euro will be provided from the state budget as parallel co-financing in order to offer the logistic support for the RTA office, to ensure the appropriate venue and equipments for workshops, consultations and seminars.

VAT is not an eligible expenditure under both the Transition Facility and national cofinancing funds indicated in the above budget table. Where contracts are subject to VAT due to provisions of national legislation, these funds have to be provided from national resource outside and in addition to the amounts indicated in the budget table.

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Budget breakdown: see annex 6

6. Implementation Arrangements

6.1. Implementing Agency

The Central Finance and Contracting Unit within the Ministry of Public Finance is the Implementing Agency, having responsibilities for procedural aspects of tendering, contracting and payments.

Contact details of CFCU:

Title: Programme Authorising Officer
PAO name: Mrs. Carmen Roşu
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Ministry of Interior and Administrative Reform

Mr. Corneliu Alexandru, General Director, Senior Programme Officer
General Directorate for European Affairs and International Relations
1 A Piata Revolutiei Str.
Sector 1, Bucharest, Romania
Tel.: 00-40-21-312 41 02
Fax: 00-40-21-314 74 22
E-mail: diri@mai.gov.ro

6.2. Twinning

The foreseen activities under component 1 will be implemented through a Twinning Covenant

-Duration: 12 months

Beneficiary institution:

General Inspectorate of Romanian Police

Project leader:

Mr. Dan Valentin FATULOIU, Chief Inspector
Bucharest, 6 Mihai Voda Str., sector 5
Phone: 004021-312 20 20
Fax: 004021-310 65 52

RTA Counterpart

Mr. Laurențiu-Mircea SOBU, Chief of Directorate of Human Resources Management

Bucharest, 6 Mihai Voda Avenue, sector 5

Phone: 004021-316.43.61

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A Project Steering Committee (PSC), comprising senior representatives of the Ministry of Interior and Administrative reform and their relevant subordinated bodies, will be responsible for the monitoring, supervision and co-ordination of the overall progress and implementation of the twinning.

The PSC will provide guidance on the different components of the project will approve priorities defined and finally endorse project outputs. The Senior Project Officer (SPO) or his deputy will chair the PSC meetings. It is envisaged that the PSC will meet at least once every three months or more frequently should there be an emphatic reason for such a meeting to be scheduled.

The PSC will be supported by the General Inspectorate of Romanian Police and Programme Implementation Unit (PIU), which will report to the PSC. The PIU will also provide the secretariat for the PSC meetings.

6.3. Non-standard aspects

The Twinning Manual will be strictly followed.

6.4. Contracts

Adequate instruments to implement this project will be a twinning contract, which offers the advantages of benefiting of the direct experience of public servants from similar institutions.

In this project it is supposed to be concluded one Twinning contract (Component 1) – 0,70 MEuro.

7. Implementation Schedule

7.1. Start of tendering/call for proposals – January 2008

7.2. Start of project activity – July 2008

7.3 Project completion – June 2009

Time schedule:

According to the provisions of the Twinning Manual 2005, art. 3.8.: "*Drafting of the Twinning Contract including the Twinning Work Plan*" the twinning work plan is the responsibility of both twinning partners. After the choice of the partners has been made, the twinning work plan and annexes, including work and time schedule, will form the twinning contract.

8. Sustainability

The outcomes of the twinning project will be considered as an important and valuable step in accomplishing the objectives of the strategy for institutional reform of Romanian Police. The

43

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new human resources management system implemented with the assistance of twinning partners will be put in practise at national level. The criteria for recruitment, selection, promotion, evaluation of the police personnel will be implemented in order to develop a career promotion system based on performance. The new drafted curricula will be implemented to all levels of Police schools and the training provided by the experts will be disseminated among all professionals dealing with human resources management in Romanian Police.

The necessary financial resources (for co-financing) will be foreseen to be included in the budget of the Romanian Police.

The beneficiary institution will involve the relevant staff into the project activities ensuring the availability of staff and all the necessary resources, according to the project fiche and will ensure the staff and budget in order to sustain the project after its completion.

9. Conditionality and sequencing

N/A

ANNEXES TO PROJECT FICHE

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).
4. List of relevant Laws and Regulations (compulsory)
5. Lessons learnt from previous years (compulsory)
6. Budget breakdown.

Annex 1 – Log frame matrix

		Programme name and number 2007/19343.01.12	
“Improving the management of human resources of the Romanian Police”		Contracting period expires 15 12 2009	Disbursement period expires in 15 12 2010
Overall objective		Total budget : 0,70 Meuro	TF budget 0,65 Meuro
To enhance the institutional capacity of Romanian Police.	Relates to Copenhagen criterion and acquis chapter ¹	List of other projects with same objective	
	Chapter 24: Cooperation in the field of justice and home affairs 2005 Comprehensive Monitoring Report, under Chapter 24: <i>Cooperation in the field of justice and home affairs</i> highlights that “the management of human resources needs urgent improvement so that career development and merit-based promotions practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making”. Comprehensive Monitoring Report May 2006 Chapter 24: <i>Cooperation in the field of justice and home affairs</i> “Rules on recruitment, career development and salaries remain to be implemented both centrally and in the territories. Additional continuous training is also needed for serving police officers and agents. Preparations in this area need to be accelerated.”	Phare 2004 „Fight against organised crime - an inter- institutional approach” Phare 2006 - „Adopting the intelligence led policing concept in the field of organised crime”	

¹ Please specify here the recommendation made in Comprehensive Monitoring Report or other relevant documents (SIGMA (financial control, procurement, Peer Reviews, Evaluation reports, Final reports of TW projects)

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Making efficient the institutional resources of Romanian Police in the best interest of citizens</p>	<p>Number of new regulations regarding human resources management and number of education programs adopted by Mol.</p> <p>Number of professionals taking part in the project</p> <p>The integrated system of information in place and operational</p>	<p>Relevant European Commission's reports in the field</p> <p>MAI annual reports</p>	
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>1. Human Resources Management System within the Romanian Police revised and implemented.</p>	<p>Human Resources Management System in place</p> <p>Internal rule regulating the competencies of the structures within the Human Resources Department drafted</p> <p>Personnel working in HR Department trained on the new regulation</p>	<p>Quarterly Reports</p> <p>Twinning Reports</p> <p>Interim Evaluation Reports</p> <p>Monitoring reports</p> <p>Project final report</p>	<p>Full commitment of the parties involved.</p> <p>Timely and adequate resources available.</p>
<p>2. Career development system within the Romanian Police upgraded and implemented</p>	<p>Career development system functional</p> <p>Regulation on career development guide drafted</p> <p>Personnel working in HR Department trained on the new regulation.</p>	<p>Quarterly Reports</p> <p>Twinning Reports</p> <p>Interim Evaluation Reports</p> <p>Monitoring reports</p> <p>Project final report</p>	
<p>3. Performance evaluation system within the Romanian Police revised, developed and implemented.</p>	<p>Evaluation system applied</p> <p>Regulation on the performance standards evaluation within the Romanian Police drafted.</p> <p>Personnel working in HR Department trained on the new regulation</p>	<p>Quarterly Reports</p> <p>Twinning Reports</p> <p>Interim Evaluation Reports</p> <p>Monitoring reports</p> <p>Project final report</p>	

4. Romanian Police Education and Training Strategy adopted and implemented.	Romanian Police Education and Training Strategy functional	Quarterly Reports Twining Reports Interim Evaluation Reports Monitoring reports Project final report
5. Modular system for police education and training and European Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented	ECTS revised and implemented Curricula for the police schools updated Personnel working in HR Department trained on the new curricula.	Quarterly Reports Twining Reports Interim Evaluation Reports Monitoring reports Project final report
6. Curricula and training material for all levels of Police education and training, based on EU Member States best practices and life long learning concept, revised and approved at the level of the Ministry of Interior and Administration Reform	No of curricula and training materials for continuous training revised and approved at MLAR level Personnel working in HR Department trained on the new curricula	Quarterly Reports Twining Reports Interim Evaluation Reports Monitoring reports Project final report
7. Quality control system for measuring and assessing the efficiency of training programs and trainers established	Quality control system established Guidelines approved	Quarterly Reports Twining Reports Interim Evaluation Reports Monitoring reports Project final report
8. Developed system for management of permanent and non-permanent lecturers and trainers.	Management plan for Police Schools lecturers and trainers established. Database of lectures and trainers functional	Quarterly Reports Twining Reports Interim Evaluation Reports Monitoring reports Project final report
Activities		
RI.	Means	
1.1.1. The current human resources management system including legal framework reviewed and analyzed. 1.1.2. A new HRM System, building upon current one designed. 1.1.3. Amendments to the relevant regulations based on the outcome of act 1.1.1. and 1.1.2. drafted and implemented. 1.1.4. Romanian Police key personnel trained on the new HRM system. (Topics: personnel planning, general job description framework, career development, leadership - management development, personal development, diversity management, employee performance management, interpersonal skills.)	Twining Contract	

<p>R2.</p> <p>1.2.1. Criteria for recruitment, assignment to duties and promotion scheme for low rank staff within the Romanian Police reviewed.</p> <p>1.2.2. Job descriptions for middle to high management within the Romanian Police modified</p> <p>1.2.3. Criteria for recruitment, assignment to duties and promotion scheme for middle to high management within the Romanian Police defined.</p> <p>1.2.4. Amendments to relevant regulations drafted and implemented.</p> <p>1.2.5. Romanian Police key personnel trained on recruitment matters. (Topics: recruitment criteria and procedures, interview and evaluation, background procedures, job description, redefining the promotion scheme for all personnel, organization planning & execution in human resources ;)</p>					
<p>R3.</p> <p>1.3.1. Concepts for evaluation of Romanian Police staff performance and possible requirement for additional training developed.</p> <p>1.3.2. concepts for applying rewards and disciplinary measures, developed.</p> <p>1.3.3. amendments to the relevant regulations based on the outcome of act.1.3.1 and 1.3.2. drafted and implemented.</p> <p>1.3.4. Romanian Police key personnel trained on performance evaluation methods.</p> <p>Topics(job expectations and evaluation, standards of satisfactory performance, professional role assessment system, professional rewards and remuneration system, professional awards and motivation system, professional disciplinary code and sanctions procedure,)</p>					
<p>R4.</p> <p>1.4.1. relevant strategic documents (e.g. "Romanian Police Strategy") reviewed and analyzed.</p> <p>1.4.2. a Strategy for Romanian Police Education and Training drafted and implemented.</p>					

R5. 1.5.1 the current police education and training system from the organizational point of view reviewed and analyzed. 1.5.2 a new police education and training system based on the modular approach and ECTS drafted 1.5.3 amendments to relevant regulations based on the outcome of act. 1.5.1 and 1.5.2. drafted and implemented 1.5.4 key personnel on modular system and ECTS, trained (Topics: police educational system in European police forces, best practices in the field of police education, basic police training;)					
R6. 1.6.1. current curricula for all levels of police education and training reviewed and analyzed 1.6.2. the current police education and training curricula in line with EU Member States best practices amended. 1.6.3. a new curricula regarding police management, intercultural tolerance, interpersonal communication, conflict prevention, proactive/problem solving police work and custom oriented behaviour, developed. 1.6.4. the new training materials based on the outcome of act. 1.6.2 and 1.6.3. drafted and approved at the level of Ministry of Interior and Administration Reform. 1.6.5. Training of trainers on new curricula. (Topics: best practices in the field of police continuous training, specialized police training, structure of management training on different training levels;)					
R7. 1.7.1. rules and tools to evaluate police education and training (curricula, trainers) and guidelines developed.					
R8. 1.8.1. criteria for identification of institution providing lecturers and for selection of lecturers and trainers established. 1.8.2. data base of lecturers and trainers designed and implemented.					

Annex 2 - Detailed implementation chart:

COMPONENT	2006			2007			2008			2009				
	O	N	D	J	F	M	A	M	J	A	S	O	N	D

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Annex 3 Contracting and disbursement schedule by quarter

Annex 3a - Cumulative contracting schedule

	31/03/07	30/06/07	30/09/07	31/12/07	31/03/08	30/06/08	30/09/08	31/12/08	31/03/09	30/06/09	30/09/09	31/12/09
CONTRACTED Technical assistance						0,65						
NB: All contracting should normally be completed within 6-12 months and must be completed within 24 months of signature of the FA.												

Annex 3b - Cumulative disbursement schedule

	31/03/08	30/06/08	30/09/08	31/12/08	31/03/09	30/06/09	30/09/09	31/12/09	31/03/01	30/06/01	30/09/01
DISBURSEMENT Technical assistance			0,20	0,40	0,50	0,65			0	0	0
NB: All disbursements must be completed within 36 months of signature of the FA.											

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Annex 4

List of relevant Laws and Regulations

- Law no. 218/2002 on the organisation and functioning of the Romanian Police
- Law no. 360/2002 on the statute of police officers
- Law no. 182/2002 on the protection of classified information
- Law no. 677/2004 on the protection of personal data

Annex 5. Lessons learnt from previous years

<i>Identified Gaps or Recommended courses of intervention</i>	<i>Action for covering the Gap or implement the recommended intervention</i>	<i>Phare Programming (Project Reference) 2004-2006</i>	<i>Transition Facility</i>
<p>Peer review report by Byron Davies - July 2005</p> <p>There are many well-qualified and trained personnel who have returned to their duties after lengthy seminars and workshops, being denied the opportunity of exercising their new skills and knowledge. They are not flagged within the Human Resources system as being available for promotion and subsequent benefit to their organisation. It is impossible therefore to utilize them and reap the benefit of their training.</p> <p>Whilst there appears to be a certain amount of honest change the Expert was not convinced that reform within Human Resources particularly career development, was as energetic as it could be.</p> <p><u>Recommendation</u></p> <p>Development of a programme to ensure that previously identified and trained officers in management and associated policing skills are acknowledged and their talent utilised for the benefit of others, as originally intended under the PHARE and bilateral programmes.</p> <p>Romania 2005 Comprehensive Monitoring Report</p>		<p>Phare 2004 – Fight against organised crime-an inter-institutional approach</p> <p>Phare 2006 –Intelligence led policing</p>	<p>Classical Twinning</p>

<p><i>Chapter 24: Cooperation in the field of justice and home affairs</i></p> <p>The management of human resources across the whole Ministry of Interior and Administration Reform needs urgent improvement so that career development and merit-based promotions practice is developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making.</p>	<p>In order to reduce the deficit of personnel, the Ministry of Interior and Administration Reform have approved a plan for employing 1000 serving police officers and agents. Till now, were hired 748 employees</p> <p>For encouraging the representatives of national minorities to join the police, 129 positions have been made vacant, 64 for roma and 65 for Hungarian speakers.</p>	
<p>Country Monitoring Report May 2006</p> <p><i>Chapter 24: Cooperation in the field of justice and home affairs</i></p> <p>"Rules on recruitment, career development and salaries remain to be implemented both centrally and in the territories. Additional continuous training is also needed for serving police officers and agents. Preparations in this area need to be accelerated."</p> <p><i>"Conclusion</i></p> <p>Some progress has taken place in police co-operation and combating organized crime... Enhanced efforts are needed to continue training for law enforcement personnel;"</p> <p>Monitoring report on the state of preparedness for EU membership of Bulgaria and Romania - September 2006</p>	<p>Beginning with June 2006, 300 positions has been made vacant, for engaging experts in the main interest areas of the Romanian Police (fight against money laundering, defence of intellectual property).</p> <p>For continuing the specialized training, during this years 423 policemen have participated at trainings with U.E. experts, in different domains, like: tracing techniques, crisis situation management corruption investigations, integral security-minorities, financial analysis and investigations regarding organized crime etc.</p> <p>As well, at the Metropolitan Police level, the managerial training has been developed by organizing a course with 89 new managing officers – chief of office, chief of service, chief of unit. In order to share the experience of the managing officers from GIRP has been drafted a schedule of applied management lectures taught by directors or adjunct directors from central units, in the</p>	
<p>This report identifies those issues which require further work. It draws attention to provisions in the</p>		

<p>acquis and the Accession Treaty which are designed to safeguard the proper functioning of EU policies and institutions following accession. In line with the findings of this report, the Commission, after consulting the Member States, will set up a mechanism for cooperation and verification of progress in the areas of judicial reform and the fight against corruption, money-laundering and organized crime. For this purpose, benchmarks have been established which refer to the particular circumstances of each country.</p>	<p>week July 3 – 7.</p> <p>In October and November 2006 were organized 5 modules for implementing the European Model of Intelligence, for 33 police managers.</p> <p>It is ongoing the deploying of career initiating courses for 200 police officers and 1500 police agents drafted by external source, on a modular principle – two theoretical modules and a practice module necessary for socio – professional integration.</p> <p>In June 16th 2006 has been finalized the first theoretical module of career initiating course for 494 agents to Slatina Centre and in June 19th has started the career initiating course for 575 agents.</p> <p>The “e-learning” system is technically functional at all levels of Romanian Police.</p> <p>For continuing the specialized training for policemen involved in fight against organized crime, the GDCOC officers participate periodically to training courses in the field.</p>	
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Annex 7 – Budget Breakdown

Actions to be undertaken u. t. TwP.	Responsibility (tick as appropriate)		Costs			
	BC	MS	Unit Cost	No of units	Total MS cost	BC Co-Financing
1. Resident Twinning Advisor Remuneration (12 months)						
Basic salary		x	7000 €	12	84.000 €	
Total RTA remuneration					84.000 €	
Total BC Co-financing						
2. Resident Twinning Advisor Allowances						
Daily allowances (50%)		x	114,00 €	365	41.610,00 €	
Allowances for RTA for the first 30 days		x	228,00 €	30	6.840,00 €	
Health and accident insurance for RTA		x	200,00 €	12	2.400,00 €	
Accommodation		x	1.500,00 €	12	18.000,00 €	
Estate agent's fee		x	1.500,00 €	0,5	750,00 €	
Excess Luggage (up to 50 kg)		x	500,00 €	1	500,00 €	
Mobilisation/demobilisation		x	600,00 €	2	1.200,00 €	
Logistic support (office space, equipment)	x					20.000,00€
Total RTA Allowances					71.300,00 €	
Total BC Co-financing						20.000,00€
3. RTA-Training						
Return fare Brussels		x	400,00 €	1	400,00 €	
2 per diems BE		x	232,00 €	2	464,00 €	
Total RTA Training					864,00 €	
Total BC Co-financing						
4. RTA Assistant						
Assistant salary		x	1.000,00 €	12	12.000,00 €	
Total RTA Assistant Costs					12.000,00 €	
Total BC Co-financing						
5. Project Co-						

ordination Costs						
5.1 Steering committee						
description: Steering committee meetings in Bucharest						
PL and deputy, 4 missions each 2 days						
Expert fees		x	250,00 €	16	4.000,00 €	
Project management costs		x	375,00 €	16	6.000,00 €	
Per diems		x	228,00 €	16	3.648,00 €	
Travel costs		x	600,00 €	8	4.800,00 €	
Total Steering Committee					18.448,00 €	
Total BC Co-financing						
5.2 Project steering						
Description: visits in BC to prepare difficult activities and visits to CFCU, to discuss the reports and the projects progress and to co-ordinate larger activities						
PL or deputy, 4 missions each 2 days						
Expert fees		x	250,00 €	16	4.000,00 €	
Project management costs		x	375,00 €	16	6.000,00 €	
Per diems		x	228,00 €	16	3.648,00 €	
Travel costs		x	600,00 €	8	4.800,00 €	
Total Project Steering					18.448,00 €	
Total BC Co-financing						
5.3 Kick-off Event						
Description: official opening event in Bucharest						
10 experts, 1 working day						
Expert fees		x	250,00 €	10	2.500,00 €	
Project management costs		x	375,00 €	10	3.750,00 €	
Per diems		x	228,00 €	10	2.280,00 €	
Travel costs		x	600,00 €	10	6.000,00 €	
Total Kick-off Event					14.530,00 €	
Total BC Co-financing						
5.4 Closing- Event						
Description: closing event in Bucharest to discuss the project and the management						
10 experts, 2 working days						

Expert fees		x	250,00 €	20	5.000,00 €	
Project management costs		x	375,00 €	20	7.500,00 €	
Per diems		x	228,00 €	20	4.560,00 €	
Travel costs		x	600,00 €	10	6.000,00 €	
Total Closing Event					23.060,00 €	
Total BC Co-financing						
5.5 Visibility and Audit						
Visibility costs		x	3.000,00 €	1	3.000,00 €	
Audit certificate costs		x	6.000,00 €	1	4.000,00 €	
Total Visibility and Audit					7.000,00 €	
Total BC Co-financing						
Total Project Co-ordination Costs					81.486,00€	
Total BC Co-financing						10.000,00 €
6. Project Activities						
Equipments for training (videoprojector, laptop, flipcharts)						
						7.000,00€
Activity 1.1.1 Reviewing and analysing the current human resources management system						
Description: 3 weeks STE-mission to BC, work groups						
1 expert 15 working days						
Expert fees		x	250,00 €	15	3.750,00 €	
Project management costs		x	375,00 €	15	5.625,00 €	
Per diems		x	228,00 €	15	3.420,00 €	
Travel costs		x	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		x	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.1.1					18.145,00€	
Total BC Co-financing						
Activity 1.1.2 – Designing a new HRM System						
Description: 3 weeks STE-mission to BC, work groups						
1 expert, 15 working days						
Expert fees		x	250,00 €	15	3.750,00 €	
Project management costs		x	375,00 €	15	5.625,00 €	

Per diems		x	228,00 €	15	3.420,00 €	
Travel costs		x	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		x	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.1.2					18.145,00€	
Total BC Co-financing						
Activity 1.1.3. Drafting of amendments to the relevant regulations						
Description: : 2 weeks STE-mission to BC, work groups						
1 expert , 10 working days						
Expert fees		x	250,00 €	10	2.500,00 €	
Project management costs		x	375,00 €	10	3.750,00 €	
Per diems		x	228,00 €	10	2.280,00 €	
Travel costs		x	600,00 €	2	1.200,00 €	
Interpretation (1 interpreter x 10 days)		x	150,00 €	10	1.500,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.1.3					12.530,00 €	
Total BC Co-financing						
Activity 1.1.4						
Description: Training of key personnel on new designed system						
1 expert, 5 working days						
Expert fees		x	250,00 €	5	1.250,00 €	
Project management costs		x	375,00€	5	1.875,00€	
Per diems		x	228,00€	5	1.140,00 €	
Travel costs		x	600,00€	1	600,00€	
Interpretation (1 interpreter x 5 days)		x	150,00€	5	750,00 €	
Translation of documents (100 pages)		x	13,00€	100	1.300,00€	
					6.915,00 €	
Activity 1.2.1						
Description: 15-days STE-mission to BC, work group "reviewing criteria for recruitment, assignment to duties and promotion scheme						
1 expert, 15 working days						
Expert fees		x	250,00 €	15	3.750,00 €	
Project management costs		x	375,00 €	15	5.625,00 €	

Per diems		x	228,00 €	15	3.420,00 €	
Travel costs		x	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		x	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.2.1					18.145,00€	
Total BC Co-financing						
Activity 1.2.2						
Description: 15-days STE-mission to BC, work group "modifying job descriptions for middle to high management"						
1 expert, 15 working days						
Expert fees		x	250,00 €	15	3.750,00 €	
Project management costs		x	375,00 €	15	5.625,00 €	
Per diems		x	228,00 €	15	3.420,00 €	
Travel costs		x	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		x	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.2.2					18.145,00€	
Total BC Co-financing						
Activity 1.2.3						
Description: 10 days STE-mission to BC, workgroup " defining criteria for recruitment , assignment to duties and promotion scheme"						
1 expert, 10 working days						
Expert fees		x	250,00 €	10	2.500,00 €	
Project management COSTS		x	375,00 €	10	3.750,00 €	
Per diems		x	228,00 €	10	2.280,00 €	
Travel costs		x	600,00 €	2	1.200,00 €	
Interpretation (1 interpreter x 10 days)		x	150,00 €	10	1.500,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.2.3					12.530,00 €	
Total BC Co-financing						
Activity 1.2.4						
Description: Drafting of amendments to the relevant regulations						

1 expert 10 working days						
Expert fees		x	250,00 €	10	2.500,00 €	
Project management costs		x	375,00 €	10	3.750,00 €	
Per diems		x	228,00 €	10	2.280,00 €	
Travel costs		x	600,00 €	2	1.200,00 €	
Interpretation (1 interpreter x 10 days)		x	150,00 €	10	1.500,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.2.4					12.530,00 €	
Total BC Co-financing						
Activity 1.2.5						
Description: Training on recruitment matters						
1 expert, 5 working days						
Expert fees		X	250,00 €	5	1.250,00 €	
Project management costs		X	375,00€	5	1.875,00€	
Per diems		X	228,00€	5	1.140,00 €	
Travel costs		X	600,00€	1	600,00€	
Interpretation (1 interpreter x 5 days)		X	150,00€	5	750,00 €	
Translation of documents (100 pages)		X	13,00€	100	1.300,00€	
Total Activity 1.2.5					6.915,00 €	
Total BC Co-financing						
Activity 1.3.1						
Description 10 days STE-mission to BC, work group: developing concepts for evaluation of RP staff performance						
1 expert, 10 working days						
Expert fees		x	250,00 €	10	2.500,00 €	
Project management costs		x	375,00 €	10	3.750,00 €	
Per diems		x	228,00 €	10	2.280,00 €	
Travel costs		x	600,00 €	2	1.200,00 €	
Interpretation (1interpreter x 10 days)		x	150,00 €	10	1.500,00 €	
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €	
Total Activity 1.3.1					12.530,00 €	
Total BC Co-financing						
Activity 1.3.2						

Description: 10 days STE-mission to BC work group –developing concepts for applying rewards and disciplinary measures

1 expert, 10 working days

Expert fees		x	250,00 €	10	2.500,00 €
Project management costs		x	375,00 €	10	3.750,00 €
Per diems		x	228,00 €	10	2.280,00 €
Travel costs		x	600,00 €	2	1.200,00 €
Interpretation (1 interpreter x 10 days)		x	150,00 €	10	1.500,00 €
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €
Total Activity 1.3.2					12.530,00 €
Total BC Co-financing					

Activity 1.3.3

Description: 10 days STE-mission to BC work group

1 experts, 10 working days

Expert fees		x	250,00 €	10	2.500,00 €
Project management costs		x	375,00 €	10	3.750,00 €
Per diems		x	228,00 €	10	2.280,00 €
Travel costs		x	600,00 €	2	1.200,00 €
Interpretation (1 interpreter x 10 days)		x	150,00 €	10	1.500,00 €
Translation of documents (100 pages)		x	13,00 €	100	1.300,00 €
Total Activity 1.3.3					12.530,00 €
Total BC Co-financing					

Activity 1.3.4

Description: 5 days STE-mission –training on performance evaluation methods

1 expert, 5 working days

Expert fees		X	250,00 €	5	1.250,00 €
Project management costs		X	375,00€	5	1.875,00€
Per diems		X	228,00€	5	1.140,00 €
Travel costs		X	600,00€	1	600,00€
Interpretation (1 interpreter x 5 days)		X	150,00€	5	750,00 €
Translation of documents (100 pages)		X	13,00€	100	1.300,00€
Total Activity 1.3.4					6.915,00 €
Total BC Co-financing					

Activity 1.4.1.						
Description: 15 days STE-mission –reviewing and analysing relevant strategic documents						
1 expert, 15 working days						
Expert fees		X	250,00 €	15	3.750,00 €	
Project management costs		X	375,00 €	15	5.625,00 €	
Per diems		X	228,00 €	15	3.420,00 €	
Travel costs		X	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x15 days)		X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €	
Total Activity 14.1.					18.145,00€	
Total BC Co-financing						
Activity 1.4.2.						
Description: 15 days STE-mission – Drafting a strategy for RP Education and Training Strategy						
1 expert, 15 working days						
Expert fees		X	250,00 €	15	3.750,00 €	
Project management costs		X	375,00 €	15	5.625,00 €	
Per diems		X	228,00 €	15	3.420,00 €	
Travel costs		X	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €	
Total Activity 1.4.2.					18.145,00€	
Total BC Co-financing						
Activity 1.5.1.						
Description: 15 days STE-mission – reviewing and analysing the current police education and training system						
1 expert, 15 working days						
Expert fees		X	250,00 €	15	3.750,00 €	
Project management costs		X	375,00 €	15	5.625,00 €	
Per diems		X	228,00 €	15	3.420,00 €	
Travel costs		X	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €	
Total Activity 1.5.1.					18.145,00€	
Total BC Co-financing						

Activity 1.5.2**Description: 15 days STE-mission – drafting a new police education and training system****1 expert, 15 working days**

Expert fees		X	250,00 €	15	3.750,00 €
Project management costs		X	375,00 €	15	5.625,00 €
Per diems		X	228,00 €	15	3.420,00 €
Travel costs		X	600,00 €	3	1.800,00 €
Interpretation (1 interpreter x 15 days)		X	150,00 €	15	2.250,00 €
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €
Total Activity 1.5.2					18.145,00€
Total BC Co-financing					

Activity 1.5.3**Description: 10 days STE-mission – drafting amendments to relevant regulations****1 experts, 10 working days**

Expert fees		X	250,00 €	10	2.500,00 €
Project management costs		X	375,00 €	10	3.750,00 €
Per diems		X	228,00 €	10	2.280,00 €
Travel costs		X	600,00 €	2	1.200,00 €
Interpretation (1 interpreter x 10 days)		X	150,00 €	10	1.500,00 €
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €
Total Activity 1.5.3					12.530,00 €
Total BC Co-financing					

Activity 1.5.4**Description: 5 days STE-mission – training of key personnel on modular system and ECTS****1 expert, 5 working days**

Expert fees		X	250,00 €	5	1.250,00 €
Project management costs		X	375,00€	5	1.875,00€
Per diems		X	228,00€	5	1.140,00 €
Travel costs		X	600,00€	1	600,00€
Interpretation (1 interpreter x 5 days)		X	150,00€	5	750,00 €
Translation of documents (100 pages)		X	13,00€	100	1.300,00€
Total Activity 1.5.4					6.915,00 €
Total BC Co-financing					

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Activity 1.6.1.**Description: 15 days STE-mission – reviewing and analysing of current curricula for police education and training****1 expert, 15 working days**

Expert fees		X	250,00 €	15	3.750,00 €
Project management costs		X	375,00 €	15	5.625,00 €
Per diems		X	228,00 €	15	3.420,00 €
Travel costs		X	600,00 €	3	1.800,00 €
Interpretation (1 interpreter x 15 days)		X	150,00 €	15	2.250,00 €
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €
Total Activity 1.6.1.					18.145,00€
Total BC Co-financing					

Activity 1.6.2.**Description: 15 days STE-mission – amending the current police education and training curricula****1 expert, 15 working days**

Expert fees		X	250,00 €	15	3.750,00 €
Project management costs		X	375,00 €	15	5.625,00 €
Per diems		X	228,00 €	15	3.420,00 €
Travel costs		X	600,00 €	3	1.800,00 €
Interpretation (1 interpreter x 15 days)		X	150,00 €	15	2.250,00 €
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €
Total Activity 1.6.2.					18.145,00€
Total BC Co-financing					

Activity 1.6.3**Description: 15 days STE-mission – Developing a new curricula regarding police management****1 expert, 15 working days**

Expert fees		X	250,00 €	15	3.750,00 €
Project management costs		X	375,00 €	15	5.625,00 €
Per diems		X	228,00 €	15	3.420,00 €
Travel costs		X	600,00 €	3	1.800,00 €
Interpretation (1 interpreter x 5 days)		X	150,00 €	15	2.250,00 €
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €
Total Activity 1.6.3.					18.145,00€
Total BC Co-financing					

109

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Activity 1.6.4**Description: 15 days STE-mission – Drafting new training materials****1 expert, 15 working days**

Expert fees		X	250,00 €	15	3.750,00 €	
Project management costs		X	375,00 €	15	5.625,00 €	
Per diems		X	228,00 €	15	3.420,00 €	
Travel costs		X	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €	
Total Activity 1.6.4.					18.145,00€	
Total BC Co-financing						

Activity 1.6.5**Description: 5 days STE-mission – Training of trainers on new curricula****1 experts, 5 working days**

Expert fees		X	250,00 €	5	1.250,00 €	
Project management costs		X	375,00€	5	1.875,00€	
Per diems		X	228,00€	5	1.140,00 €	
Travel costs		X	600,00€	1	600,00€	
Interpretation (1 interpreter x 5 days)		X	150,00€	5	750,00 €	
Translation of documents (100 pages)		X	13,00€	100	1.300,00€	
Total Activity 1.6.5.					6.915,00 €	
Total BC Co-financing						

Activity 1.7.1.**Description: 15 days STE-mission – Developing rules and tools to evaluate police education and training****1 expert, 15 working days**

Expert fees		X	250,00 €	15	3.750,00 €	
Project management costs		X	375,00 €	15	5.625,00 €	
Per diems		X	228,00 €	15	3.420,00 €	
Travel costs		X	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)		X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €	
Total Activity 1.7.1					18.145,00€	
Total BC Co-financing						

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Activity 1.8.1.						
Description: 10 days STE-mission – – Establishing criteria for identification of institution providing lecturers and for selection of lecturers						
1 expert, 10 working days						
Expert fees		X	250,00 €	10	2.500,00 €	
Project management costs		X	375,00 €	10	3.750,00 €	
Per diems		X	228,00 €	10	2.280,00 €	
Travel costs		X	600,00 €	2	1.200,00 €	
Interpretation (1 interpreter x 10 days)		X	150,00 €	10	1.500,00 €	
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €	
Total Activity 1.8.1.					12.530,00 €	
Total BC Co-financing						
Activity 1.8.2.						
Description: 10 days STE-mission – Designing and implementing database of lecturers and trainers						
1 expert, 10 working days						
Expert fees		X	250,00 €	10	2.500,00 €	
Project management costs		X	375,00 €	10	3.750,00 €	
Per diems		X	228,00 €	10	2.280,00 €	
Travel costs		X	600,00 €	2	1.200,00 €	
Interpretation (1 interpreter x 10 days)		X	150,00 €	10	1.500,00 €	
Translation of documents (100 pages)		X	13,00 €	100	1.300,00 €	
Total Activity 1.8.2.					12.530,00 €	
Total BC Co-financing						
Total project activities					383.230,00 €	
Total BC Co-financing project activities						13.000,00€
Provision for changes in prices					17.120,00 €	
GENERAL TOTAL					650.000,00 €	

16

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