

PHARE 2003
STANDARD SUMMARY PROJECT FICHE

1. Basic Information

- 1.1 CRIS Number:** PHARE 2003/005-551.03.03
- 1.2 Title:** Capacity development within the Romanian administration to manage and monitor EU pre-accession funds in an adequate and efficient way
- 1.3 Sector:** Public Administration
- 1.4 Twinning Light Component:** RO03/IB/OT/05-TL
- Title: Capacity development within the Romanian administration to manage and monitor EU pre-accession funds in an adequate and efficient way
 - Duration: up to six months
 - Budget: a maximum budget of EURO 150,000
- 1.5 Location:** Bucharest, Romania

2. Objectives

2.1 Overall Objective

The overall objective of the programme is to ***support Romania's efforts to finalise the EU accession process in 2007 through further strengthening of the administrative capacity to manage the EU financial assistance.***

2.2 Project Purposes

In order to strengthen the Romanian administrative capacity to manage the EU funds, the project purposes defined below are basically a continuation of a process started under previous programming years.

- Strengthen the capacity of Implementing Agencies and Implementing Authorities to prepare, implement and monitor programmes and projects in the context of Romania's preparations for the EU.
- Provide key players within the Romanian administration involved in the preparation, implementation, monitoring and evaluation of the programmes supported by the EU with the necessary technical assistance, tools, skills and knowledge in order to increase the qualitative output and effective operation of the institutions they are attached to.
- Technical Assistance to the Ministry of European Integration (MEI) and its Directorate for Accession Assistance (DAA) in coordination of the EU financial assistance in general and the PHARE multi-annual programming process, in particular.

Institution building requirements and administrative capacity strengthening will be achieved through the provision of long term technical assistance to the Ministry of European Integration, as National Aid Coordinator, training for the staff attached to Romanian institutions involved in the preparation, implementation, monitoring and evaluation of the programmes supported financially by the EU and also short-term technical assistance support provided under the Project Preparation Facility (PPF) to the line ministries. An unallocated IB envelope is also foreseen consisting of soft measures, including twinning light, aimed at funding urgent institution building projects, which cannot be identified at this stage.

2.3 Accession Partnership, NPAA Priority and Roadmap for Romania

Programme assistance defined in the current project fiche is directly linked to the priority areas for Romania's preparations to EU membership, as underlined in the revised Accession Partnership (AP) document (March 2003) and the amended National Programme for the Adoption of the Acquis (June

2002). Both documents recognise the importance to improve the administrative capacity, including programming, operational management and financial control.

2.4 Contribution to National Development Plan

Not applicable

2.5 Cross Border Impact

Not applicable

3. Description

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3.1 Background and Justification

In the Regular Report produced by the Commission in November 2002, a major conclusion was that the overall capacity of the public administration to implement the “Acquis Communautaire” remains limited and represents a major constraint on Romania’s accession preparations. While certain parts of the administration are able to function effectively, there are many important sectors where the weakness of the administration is still a serious cause for concern. These concerns extend beyond the adoption of the “Acquis” and also apply to the management of EU funds. There has been limited progress in developing an administrative capacity although this issue is beginning to be addressed by the Government.

In line with the strengthened pre-accession focus introduced through Agenda 2000, and in view of the need to intensify and ensure a greater synergy and coherence in Romania’s accession preparations, the Government has committed itself to further enhance its EU oriented policy-making and development of appropriate institutional structures. Further strengthening of the legal-administrative framework and human resources development plays a fundamental role in this process.

In the long run, the National Agency for Civil Servants (NACS), the recently established National Institute of Administration (NIA) and the Ministry of Public Administration (MPA) are becoming responsible for institutionalising human resources management including qualitative training programmes within the public sector. In the short run however, immediate action is required to avoid that Romania is losing track.

The Government of Romania produced in March 2002 a Governmental Action Plan aimed at improving the administrative and operational systems in such a way that the non-reimbursable EU funds granted to Romania be managed in an adequate and professional way. The Action Plan describes the conditions and necessary steps (both institutional and legal) required for an effective decentralised management structure also known as the Extended Decentralised Implementation System (EDIS¹) ultimately resulting in a reinforcement of both Implementing Agencies and Implementing Authorities at central and decentralised level in Romania.

Reinforcement in terms of qualified staff, operational budgets and other logistical facilities should guarantee an adequate and effective implementation of pre-accession programmes in the future. Part of this Action Plan refers to strengthening the qualifications of staff attached to Implementing Agencies and Implementing Authorities and further steps required to enhance their abilities, including training².

¹ Moving to EDIS supposes to observe the following compulsory conditions:

- Existence of a well-defined system for managing the funds with full internal procedural rules, clear institutional and personal responsibilities;
- Existence of a professional staff, assigned to the tasks, having suitable auditing skills and experience, language skills and fully trained in monitoring EU support programmes;
- Existence of effective internal controls including an independent audit function and an effective accounting and financial reporting system that meet internationally accepted audit standards.

² See: Strategic Action Plan aimed to improve the administrative and management systems for the operation of non-reimbursable funds granted to Romania by the European Union, Ministry of European Integration, March 2002.

In view of implementing the Action Plan, the Government of Romania has started to strengthen the PIU's of 20 governmental institutions by increasing the number of job positions with 84 (GD No 770/2002) and designing the general attribution for these technical implementation bodies on Phare assistance (GD NO 869/2002).

Project Preparation Facility (PPF) Mechanism

The PPF mechanism was introduced for the first time under Phare 2000. Line Ministries and other Government Institutions involved in Phare programming, facing problems with an adequate composition of documentation related to the preparation, implementation and monitoring of Phare programmes, could apply for PPF support in order to produce more mature documentation.

Along the lines of the assistance already provided under Phare, the PPF mechanism provides support for the preparation of feasibility studies, detailed designs of investment projects, design of training programmes and aid schemes, environmental impact assessments, preparation of institution-building projects, and preparation of technical specifications, procurement plans and tender dossiers. PPF support can also be used to assist institutions in preparing policy documents and strategic papers that will form the basis for multi-annual programming support. Finally, PPF may be used for preliminary work to explore the scope for possible future financing in priority areas, even when the scope of a possible future project has not yet been clearly defined.

MEI allocated in previous years substantial financial resources through the PPF mechanism. The fact that many institutions in recent years made use of PPF assistance is a clear indication that the facility is meeting its expectations. A renewed allocation for PPF support under Phare 2003 is therefore foreseen. The maximum budget per project should stay under €200,000.

Unallocated Institution Building (IB) Envelope

At this stage of the accession process, there seems to be a clear demand for a more flexible Institution Building (IB) instrument to address specific, well-defined self-contained subjects of limited scope. In order to offer such IB support, required to meet specific urgent and unforeseen needs identified in the course of the accession process, a separate allocation under Phare 2003 will be included. The unallocated IB envelope will provide the possibility to respond to emerging tasks in a more flexible and immediate way.

The facility will provide assistance to institutions in order to further accelerate the adoption of the acquis. In addition, the instrument may also cover needs identified during accession negotiations such as expertise of economic, social, legal and institutional nature. Finally, assistance under the IB envelope can also be used to strengthen and/or develop the operational capacity of organisations in view of their future role in the implementation of the acquis.

Incorporation of the acquis into the Romanian legislation is not in itself sufficient. It is necessary to ensure that it is actually applied to the same standards as those which apply within the current member states. In all the areas, there is a need for a credible and effective implementation and enforcement of the acquis. IB assistance identified under the current facility can help Romania in this process.

The mechanisms to be used for implementation of activities identified under the IB envelope include the twinning light and technical assistance instruments.

Training on Project Cycle Management (PCM)

Clearly, the human resources capacity within the Romanian administration is weak which is reflected in the weak management and poor quality of core documentation produced by the different institutions involved in the accession process. In order to make sure that Romania can complete the accession process in time, a thorough qualitative improvement of its administrative capacity within its core institutions managing the EU financial assistance is a pre-condition.

The present situation when it comes to preparation, implementation and monitoring of EU funded projects is not a favourable one.

The Ministry of European Integration (MEI), as the institution responsible for the overall co-ordination of the accession process, has faced this problem and allocated under the previous Phare annual

programmes a budget for capacity strengthening of public administrators operating at ministerial level and responsible for the management of non-reimbursable EU support funds.

MEI is continuously looking for instruments and mechanisms to improve the qualitative output related to the accession process. This project responds to the urgent need which has been identified to strengthen the capacities within both the national co-ordination structures for EU financial assistance and Project Implementation Units (PIU's) attached to Ministries and other Romanian institutions, to prepare, implement and monitor programmes and projects in a systematic and adequate way.

MEI made the qualitative improvement of human resources involved in the EU accession process to one of its spearheads. In 2001, the Ministry launched a first PCM "crash course" for about 100 administrators from central and decentralised institutions. In autumn of 2002, the Ministry initiated a second course that focused both on the basics and advanced elements of PCM in which 143 PIU members participated. The two PCM initiatives can be considered as a very first step in a long-term process of strengthening the human resources capacity of institutions managing EU financial assistance.

Due to the complexity of the programmes and the ever-increasing tasks and responsibilities of Ministries and Implementing Authorities, there will be an increasing demand and need for training of administrators in project preparation, management, monitoring and assessment. Training sessions will provide participants with professional skills, tools and expertise to be able not only to manage and backstop the pre-accession programmes adequately, but also to prepare them already for their future responsibilities once the Structural Funds will become available to Romania.

The specific focus of the training under this project will be on achieving a rapid improvement in the operational effectiveness of the bodies concerned with pre-accession assistance. The longer-term development of institutional capacity will be dealt with in the context of the Public Administration Reform programme.

Training will be closely linked to programme preparation and programme implementation, and will reinforce the capacity to undertake feasibility studies and project design work, to prepare project documentation (project fiches, terms of reference, tender documents) according to the requirements of the pre-accession instruments, and to supervise and monitor the implementation of programmes. The design of the training activities under this contract will take account of similar kind of initiatives provided under Phare 2000, 2001 and 2002. Where appropriate, it will provide more advanced follow-up training to officials who have already benefited from previous training courses.

Technical Assistance to the Ministry of European Integration on Programming, Monitoring and Evaluation

Short-term assistance provided to MEI and in particular to the Directorate for Accession Assistance in recent years, learned that there is still a need for a more structural input of external advisory services in supporting the Ministry with managing pre-accession assistance in general and the Phare programming process (both during programme preparation as well as programme implementation) in particular.

As from 2004 until the final accession that is planned for 2007, Phare programming will undergo substantial adjustments, the major one being the fact that the multi-annual programming mechanism will be introduced. It is foreseen that for a number of strategic programme sectors, Phare support will, in the period 2004-2006, be based on multi-annual programming. The estimated amount envisaged for this instrument is 80% of the available national allocation. In addition, an estimated 20% of the Phare funds will continue to be programmed on an annual basis.

To be able to prepare, implement, monitor and assess this multi-annual programming process adequately, MEI will require additional external assistance. Under the TA contract, external experts will assist both the DAA and relevant line Ministries with the systematic multi-annual programming and make sure that the programmes to be defined will result in a proper enforcement of the "Acquis".

3.2 Linked Activities

The projects RO-0006.18, RO-0106.06 and RO-2002/000-586.03.01 paved the way for further financial support of certain components proving to be successful in the implementation of previous Phare assistance through the PPF, TL and PCM training mechanism.

Project Preparation Facility (PPF) Mechanism

The PPF mechanism with an allocated budget of MEURO 3.5, was introduced for the first time under the Phare 2000 Programme. Line Ministries and other Government Institutions involved in Phare programming, facing problems with an adequate composition of documentation related to the preparation, implementation and monitoring of Phare programmes, could apply for PPF support in order to drafting more mature projects and programmes.

The PPF component proved to be an excellent instrument for supporting the line ministry in producing relevant background documentation, feasibility studies, project design schedules, terms of references and tender dossiers with the ultimate goal to develop solid project documents feasible for implementation. The Ministry of European Integration has carried out an evaluation of the PPF finalised projects. The evaluation's results reveal that the beneficiary institutions are highly satisfied by this facility.

Experience gained during Phare RO-00.06.18 formed the basis for the successful implementation of PPF activities identified under project RO-01.06.06. The PPF component, with a budget of MEURO 3.5, has been contracted almost entirely. Future PPF activities will continue under the budget line of Phare project RO-2002/000-586.03.01

Twinning Light (TL) Mechanism

Experience with implementing classic long-term twinning programmes has resulted in the identification of a need for short- to medium-term twinning assignments with a duration of up to six months and a maximum budget of EURO 150,000. Starting with the Phare 2001 exercise, a Twinning Light (TL) mechanism was introduced in order to provide rapid and flexible assistance focused on specific limited priority areas related to the accession process and directly linked to the "Acquis Communautaire". This component is also foreseen in the framework of the Phare project RO-2002/000-586.03.01.

RO-00.06.18.02.03 – Support Activities to Strengthen the European Integration Process - Project Cycle Management for Staff attached to the PIU's within the Romanian Administration

The project was a first pilot initiative to organise a basic PCM training course for administrators representing both the central and de-centralised level. The participants belong, mainly, to the Implementing Authorities of Phare projects and Prefectures. Due to its limited budget and duration (August-December 2001), the project was covered through the Framework Contract Mechanism as part of the training component identified under the Phare 2000 programme. Feedback from the participants learned that the organisation of follow-up training courses would be welcomed strongly.

- RO-01.06.06.02.01 – Strengthening the Romanian Administrative Capacity – Basic and Advanced Training in Project Cycle Management

As a follow-up of the 2000 PCM training course, MEI launched a new short-term activity covering both the basics and more advanced topics of PCM for more than 140 members attached to PIU's. Project activities started effectively in September 2002.

- RO-01.06.06.02.02 – Strengthening the Central Public Administration in the Field of EU Affairs with special focus on managing EU programmes

This training project focused on designing and delivering training activities for administrative staff attached to institutions involved in EU programme management. The elaboration of a multi-annual training strategy for the period between 2004 and 2007 is also envisaged to be produced under this project. The strategy will be focused on training for civil servants dealing with the preparation, implementation, monitoring and evaluation of the EU supported programmes.

It is worth mentioning that one PPF project, RO-0106.06 currently under implementation, is aimed at strengthening the capacity of MIE and other actors managing EU funds, better to define and ground the actions included in the Strategic Action Plan elaborated in view of fulfilling the conditionality within the 2001 Phare Financing Memorandum regarding the improvement of the administrative and management systems for the operation of the non-reimbursable funds.

3.3 Results

Project Preparation Facility (PPF) Mechanism

- Short-term subject experts attached to line Ministries and relevant Government institutions produce relevant background documentation, feasibility studies, project design schedules, terms of references and tender dossiers;
- More mature project fiches for the “annual envelope” produced and submitted by PIU's within line Ministries and/or other Governmental Institutions.

Unallocated Institution Building (IB) Envelope

- Both, the process of adoption and implementation of the acquis have made emphatic progress;
- Institutional and operational capacity of organisations strengthened in view of their future role in the implementation of the acquis;
- Outputs to be produced may include the appraisal of regulatory texts, the supply of core documentation or a framework to guarantee a proper implementation of the acquis.

Training on Project Cycle Management (PCM)

- Training courses produce a pool of approximately 250 trained staff employees attached to PIU's within the Romanian administration in Project Preparation, Project Design, Project Monitoring and Assessment techniques.
- Training courses produce a group of trainees familiar with the new orientations of pre-accession funds;
- Trainees trained in new procedures for procurement and contracting (EDIS).
- Training courses create a professional group of at least 25 administrators who can operate as independent trainers and instructors in PCM and other relevant subject areas.

Technical Assistance to the Ministry of European Integration on Programming, Monitoring and Evaluation

- Phare annual programmes produced;
- Adequate project fiches for individual activities covered under different annual programmes (period 2004-2006) produced, following a result-based management approach;
- Detailed project and sub-project proposals outlined in the project fiches of each individual programme;
- A future strategic vision on the roles and operational responsibilities of a MEI “new style” (after accession) developed and endorsed;
- A proper functioning monitoring and evaluation system to follow the progress of project implementation in place;
- Proper monitoring procedures elaborated;
- Programming reports;
- Strategic reports;
- Improved inter- and intra-ministerial communication structures;

3.4 Activities***Project Preparation Facility (PPF) Mechanism***

- Short-term technical advisory services to be delivered focused on hands-on assistance in Phare programming, pre-accession activities and monitoring and assessment of on-going programme activities resulting in more mature documentation.
- TA to be contracted on a short-term basis to support line Ministries and/or Governmental Institutions in areas relevant to the accession process. The allocation of this support will be decided through common agreement between the NAC and the Commission services at an early stage in the programming cycle, on the basis of initial proposals for Phare support received from competent bodies. The support will be provided in cases where an initial proposal is considered to correspond to a priority for Phare support (justified in terms of AP short or medium term priorities, needs identified through the Regular Report or activities defined in the NPAA), but where further efforts are needed to define and prepare a mature project, ready for implementation under the upcoming Phare programme.

Unallocated Institution Building (IB) Envelope

- Providing direct hands-on technical assistance to governmental institutions meeting urgent IB requirements arising from the negotiation process or other obligations of the acquis;
- Short and medium term expertise from member state administrations delivered upon request. Expertise may focus on economic, social, legal and/or institutional subject areas.

Training on Project Cycle Management (PCM)

- Define the project target group;
- Implement a detailed Training Needs Analysis (TNA) under the target group and define the targeted training areas in order to prepare tailor-made training courses;
- Division of trainees in standard training groups based on the outcomes of the (TNA);
- Develop tailor-made training courses;
- Design and duplication of training material;
- Identification of high quality and well-experienced trainers in targeted training areas;
- Training of trainers module to be designed;
- Selection of potential local trainers to be trained;
- Training courses executed;
- Evaluation and assessment.

Technical Assistance to the Ministry of European Integration on Programming, Monitoring and Evaluation

- Assist MEI in the overall coordination of the EU financial assistance programming exercises in the period 2004-2006;
- Assist MEI in the elaboration of a set of high-quality programming documents, including the information
- Design and update the guideline to be followed by desk officers within MEI for appraisal of the Phare project fiches submitted by line ministries during the annual programming exercises
- Review Ministerial proposals in terms of compliance with the future integration and procedural criteria;
- Improve communication linkages between line Ministries and MEI staff, in order to guarantee timely submission of project proposals;
- Discuss with MEI, the responsible technical units within the line Ministries and the Commission project proposals;
- Comment on project proposals and indicate amendments;
- Provide guidance on programme fiches and detailed project proposals (in line with the AP and the NPAA);
- Drafting a standard and sustainable monitoring and evaluation system that is widely used for assessing pre-accession supported programmes, including written procedures;
- Staff attached to relevant institutions familiarised with and capable of operating and maintaining such a monitoring and evaluation system.

4. Institutional Framework

In January 1993, the Government established the Department for European Integration (DEI). The main responsibilities of DEI were at that time defined as being the national co-ordinator for European Integration and the national co-ordinator of non-reimbursable economic assistance. These responsibilities were formalised by two Governmental decisions (260/1994 and 141/1995).

The Government decision 41/20.01.2000 on the organisation and operation of the Ministry of Foreign Affairs (MoFA) stipulated the incorporation of DEI within the structure of the Ministry of Foreign Affairs (MFA). Within MFA, the Department for European Affairs (DEA) was created to become responsible for international co-operation.

After the elections of November 2000, the responsibilities in the area of European integration and programming, co-ordination and monitoring of non-reimbursable financial assistance granted by the European Union were transferred to a newly created institution, the Ministry for European Integration (MEI). Government Decision 14/2001 specifies the organisation and operation of the newly created Ministry.

5. Detailed Budget

(in MEURO)

	Phare Support					
	Investment Support	Institution Building	Total Phare (= I + IB)	National Co-financing*	IFI*	TOTAL
PPF Mechanism	---	3.00	3.00	---	---	3.00
Unallocated IB Envelope	---	5.515	5.515	---	---	5.515
Training	---	1.00	1.00	---	---	1.00
TA on Programming, Monitoring and Evaluation	---	1.50	1.50	---	---	1.50
Total	---	11.015	11.015	---	---	11.015

6. Implementation Arrangements

6.1 Implementing Agency

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

Contact:

Central Finance and Contracting Unit (CFCU)

Director: Mrs. Jeana Buzduga

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6.2 Implementing Authority

The Implementing Authority will be the Ministry of European Integration. Within MEI, the Directorate for Accession Assistance (DAA) will become responsible for the overall technical co-ordination and proper implementation of the activities identified under the components listed in this project fiche.

Contact:

Ministry of European Integration (MEI), Directorate for Accession Assistance (DAA)

Director: Mr. Razvan Cotovelea

Address: 17 Apolodor Str., Latura Nord, Sector 5, Bucharest

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7. Implementation Schedule

7.1 Start of Project Activities

PPF and IB envelope

ToR's for support may be submitted to MEI immediately after formal endorsement of the Phare 2003 programme by the Phare Management Committee. The last date for receipt of applications by MEI will be 30 September 2005.

Training on Project Cycle Management

Project ToR to be prepared and formally endorsed in September 2004. Proposal evaluation and final selection concluded in December 2004. Awarding of the contract in January 2005. First project activities to start no later than February 2005.

Technical Assistance on Programming, Monitoring and Evaluation

Project ToR to be prepared and formally endorsed in December 2003. Tendering process to start latest in January 2004. Proposal evaluation and final selection concluded in May/June 2004. Awarding of the contract in July 2004. First project activities to start no later than 1 September 2004.

7.2 Project Completion

Training on Project Cycle Management

Project activities must be completed three months before the last date for disbursement under the Financing Memorandum for the Phare 2003 National Programme. Effectively this means September 2006.

Technical Assistance on Programming, Monitoring and Evaluation

Project activities must be completed three months before the last date for disbursement under the Financing Memorandum for the Phare 2003 National Programme. Effectively this means September 2006.

8. Equal Opportunity

Equal participation in the project by women and men will be assured.

9. Environment

N/A

10. Rates of return

N/A

11. Investment criteria

N/A

11.1 Catalytic effect

N/A

11.2 Co-financing

N/A

11.3 Project readiness and size

N/A

11.4 Sustainability

N/A

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12. Conditionality and Sequencing

(1) PPF is not intended to cover projects in the area of economic and social cohesion, for which separate project preparation arrangements have been allocated.

(2) Sequencing is such that preparatory activities are underway when Phare programming support takes place in 2004. As such, certain projects may be programmed by Phare in 2004 provided that preparation reports and designs being completed and considered to be acceptable.

Start-up of the PPF assumes that the Financing Memorandum can be approved and in operation before the end of 2003.

(3) Allocation of financial resources under the Project Preparation Facility (PPF) will be agreed upon between the National Aid Co-ordinator (NAC) and the Commission, following a screening of the priorities arisen in the process of preparation of Romania towards accession. This support will be contracted on the basis of Terms of Reference to be approved by both the Ministry of European Integration and the Commission.

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)

Annex 1 : Logframe Matrix for project “Develop a professional human resources capacity within the Romanian administration to manage and monitor EU pre-accession grant funds in an adequate and efficient way”

LOGFRAME PLANNING MATRIX					
Develop a professional human resources capacity within the Romanian administration to manage and monitor EU pre-accession grant funds in an adequate and efficient way				Contracting period expires: 30 November 2005	Disbursement period expires: 30 November 2006
Project Number 2003/005-551.03.03				Total Budget: 11.015 (MEUR)	Phare contribution: 11.015 (MEUR)
Wider Objective	Indicators of Achievement	How, When and by Whom indicators will be measured		Assumptions and Risks	
Support Romania's efforts to finalise the EU accession process in 2007 through a further strengthening of the internal administrative capacity to manage EU financed pre-accession programmes adequately.	Satisfactory progress of the accession and negotiation process	<ul style="list-style-type: none"> Government of Romania and the European Commission through Progress Reports and Regular Reports (Commission's opinion, AP, NPAA, Working Documents) Romania's progress towards accession Results of the negotiation process. 		<ul style="list-style-type: none"> Continued Government commitment to restructure the economy, society and institutions in line with EU standards. Timely implementation and enforcement of adopted legislation. Timely meeting of deadlines and milestones. Ability of the Government to make serious efforts of the implementation of the Civil Service Law. 	
Immediate Objectives	Indicators of Achievement	How, When and by Whom indicators will be measured		Assumptions and Risks	
<ul style="list-style-type: none"> Strengthen the capacity of Implementing Agencies and Implementing Authorities to prepare, implement and monitor programmes and projects in the context of Romania's preparations for the EU. Provide key players within the Romanian administration involved in the preparation, implementation, monitoring and evaluation of the programmes 	<ul style="list-style-type: none"> Timely submission of project fiches, including related documentation to the Commission. Completed and successful project applications together with supporting documentation. Improvement of the human resource and absorption capacity within the Romanian administration. 	Government of Romania, Ministry of European Affairs, line Ministries and Governmental Institutions, EC-Delegation and Commission through all documentation, studies, research papers and design material.		<ul style="list-style-type: none"> Core strategic documents are properly drafted by institutions involved in multi-annual programming Multi-annual programme exercise is defined by different stakeholders. Proper time management and benchmarking to make the final accession date a realistic one. MEI staff and staff attached to other Governmental institutions capable of effectively leading the programming process. 	

Annex 1 : Logframe Matrix for project “Develop a professional human resources capacity within the Romanian administration to manage and monitor EU pre-accession grant funds in an adequate and efficient way”

<p>supported by the EU with the necessary technical assistance, tools, skills and knowledge in order to increase the qualitative output and effective operation of the institutions they are attached to.</p> <ul style="list-style-type: none"> • Technical Assistance to the Ministry of European Integration (MEI) and its Directorate for Accession Assistance (DAA) in coordination of the EU financial assistance in general and the PHARE multi-annual programming process, in particular. 	<ul style="list-style-type: none"> • Successful completion of training courses. • Successful completion of the programming exercise. 		<ul style="list-style-type: none"> • Benefiting institutions have sufficient institutional capacity to draft relevant documentation (fiches, annexes and related documentation). • Transparent communication and exchange of information between the different stakeholders involved. • Successful completion of the MIS feasibility study (financed under the 2001 PPF). • Commission allocates sufficient qualified staff both at HQ and EC-Delegation to participate in the preparation and programming process.
Outputs	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks
<p><u>PPF and IB envelope</u></p> <ul style="list-style-type: none"> • Relevant background documentation, feasibility studies, project design schedules, ToR and tender dossiers produced. • More mature annual project fiches submitted by PIU's. • PA capacity strengthened in relation to meeting the “Acquis Communautaire”. • Professional operation of PIU staff. <p><u>PCM Training</u></p> <ul style="list-style-type: none"> • 250 staff employees attached to PIU's trained in project 	<p>PPF and IB envelope</p> <ul style="list-style-type: none"> • Increased quality of project documentation in such a way that less corrective involvement of the Commission is required. • Adequate number of feasibility studies, project designs, tender dossiers and technical specifications produced and submitted. <p>PCM Training</p> <ul style="list-style-type: none"> • Visible decrease of external expertise required to assist PIU's and other institutions with project preparation, 	<ul style="list-style-type: none"> • Project fiches, feasibility studies, project designs, research reports, tender dossiers and terms of references prepared by staff of line Ministries and Governmental Organisations and monitored by both the MIE and the EC. • Progress reports of consultants. • Monitoring and assessment reports discussed in JMC and MSC's. 	<ul style="list-style-type: none"> • Proper technical advisory services identified. • Benefiting institutions and other stakeholders at central and de-centralised level fully involved in the preparatory process. • Proper counterparts in various institutions nominated. • Deadlines met for the presentation of the target projects and production of core documentation.

Annex 1 : Logframe Matrix for project “Develop a professional human resources capacity within the Romanian administration to manage and monitor EU pre-accession grant funds in an adequate and efficient way”

<p>preparation, design, monitoring and assessment.</p> <ul style="list-style-type: none"> • Trainees familiar with new orientations of pre-accession funds. • Trainees trained in new procedures for procurement and contracting. • A group of at least 25 independent trainers and instructors trained. <p><u>TA on Programming, Monitoring and Evaluation</u></p> <ul style="list-style-type: none"> • Adequate project fiches produced under different annual programmes in the period 2004-2006. • Detailed project and sub-project proposals outlined in project fiches. • Programming reports. • Improved intra-and inter-institutional communication. • Future strategic vision on the roles and operational responsibilities of a MEI “new style” drafted; • Institutional structure on managerial operations and responsibilities of a MEI “new style” drafted; • A proper functioning monitoring and evaluation system to follow the progress of project implementation in place; 	<p>design, monitoring and assessment.</p> <ul style="list-style-type: none"> • Decreasing delays in submission of core documentation. • Adequate commitment and disbursement of pre-accession funds <p><u>TA on Programming, Monitoring and Evaluation</u></p> <ul style="list-style-type: none"> • Timely submission of the project fiches and financing proposals. • Qualitative improvement of strategic reports and programming documentation. • Strategic paper on future operation of MEI drafted 		
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Annex 1 : Logframe Matrix for project “Develop a professional human resources capacity within the Romanian administration to manage and monitor EU pre-accession grant funds in an adequate and efficient way”

<ul style="list-style-type: none"> • Proper monitoring procedures elaborated; • Strategic reports; • 			
Inputs	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks
<ul style="list-style-type: none"> • TA experts attached to MEI on long-term basis. • Short-term TA attached to Ministries and Government Institutions involved in EU programming through PPF and other soft measures • Trainers providing general basic knowledge of PCM and related technical issues (tender dossiers, ToR and TS drafting etc.) • Teachers/trainers at the College of Europe 	<ul style="list-style-type: none"> • Financing Memorandum approved. • Inputs delivered on schedule and considered acceptable by beneficiaries. • Required tasks delivered efficiently to permit outputs to be realised. • Certificates provided to students and/or administrators after successful completion of master training courses. 	<ul style="list-style-type: none"> • Progress and final reports to be submitted to MIE, EC Commission and line Ministries. • Documentation on preparatory studies, designs etc. to be produced by experts and submitted to beneficiaries in MIE, line Ministries and Governmental Institutions. • Training reports by trainers and evaluation sheets produced by trainees upon completion of the training sessions. • Ad-hoc audit and evaluations by appointed institutions. 	<ul style="list-style-type: none"> • Reports approved by both beneficiaries and Commission. • ToR's and other documentation are proper reflection of the needs and requirements of the beneficiaries. • Approval of Financing Memorandum in time in order not to loose valuable time on implementation of activities. • Qualified experts identified and mobilised rapidly.

Annex 2 : Detailed implementation chart for project “Develop a professional human resources capacity within the Romanian administration to manage and monitor EU pre-accession grant funds in an adequate and efficient way”

**DEVELOP A PROFESSIONAL HUMAN RESOURCES CAPACITY WITHIN THE ROMANIAN ADMINISTRATION TO MANAGE AND MONITOR EU PRE-
ACCESSION GRANT FUNDS IN AN ADEQUATE AND EFFICIENT WAY**

	2003						2004												2005												2006																
Calendar months	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
Project Preparation Facility (PPF) Mechanism	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	I	I	I	I	I	I	I
IB envelope	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	D	C	I	I	I	I	I	I	I	I	I	I	I	I	I
Training on PCM									D	D	D	D	D	D	D	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
TA on Programming, Monitoring and Evaluation				D	D	D	C	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
	D = Design C = Contracting I = Implementation																																														

Annex 3 : Cumulative contracting and disbursement schedule for Develop a professional human resources capacity within the Romanian administration to manage and monitor EU pre-accession grant funds in an adequate and efficient way”

DEVELOP A PROFESSIONAL HUMAN RESOURCES CAPACITY WITHIN THE ROMANIAN ADMINISTRATION TO MANAGE AND MONITOR EU PRE-ACCESSION GRANT FUNDS IN AN ADEQUATE AND EFFICIENT WAY (MEURO 11.015)												
	31/03/04	30/06/04	30/09/04	31/12/04	31/03/05	30/06/05	30/09/05	31/12/05	31/03/06	30/06/06	30/09/06	31/12/06
CONTRACTED	1.00	3.50	6.00	7.00	8.00	9.00	10.00	11.015				
DISBURSEMENT		1.00	3.50	6.00	7.00	8.00	9.00	10.00	11.015	11.015	11.015	11.015