

## **STANDARD SUMMARY PROJECT FICHE**

### **1. Basic Information**

- 1.1 Desiree Number:** RO-0007.01
- 1.2 Title:** **NATIONAL DEVELOPMENT PLAN  
IMPLEMENTATION IB**
- 1.3 Sector:** Integrated Regional Measures (RE)
- 1.4 Twinning component:** **RO2000/IB/SPP/01-02-03-04-05-...**  
Implementation of the National  
Development Plan  
(The twinning projects will cover the NARD (1 Meuro) and 8 Development Regions (0.750 Meuro each). Member States are invited to bid for one or two regions, or for the national twinning coupled with one region as they find it suitable. The maximum size of one covenant will be 2 Meuros.)
- 1.5 Location:** Romania

### **2. Objectives**

#### **2.1 Wider Objective**

To support the Romanian Government and the regional authorities established by the law 151/1998 to strengthen the institutional capacity for the implementation of an integrated regional development policy in line with the provisions of the National Development Plan (NDP) adopted within the context of the pre-accession process.

#### **2.2 Immediate Objectives**

- To develop the capacities of regional development agencies in each of the Romanian macro-regions as professional, legitimate and sustainable organisations that are capable to leading the socio-economic development process in their region, in line with the successful practices in Member States, and giving particular importance to the development of partnership amongst regional communities of interest to strengthen the legitimacy of the regional planning process.
- To prepare valid, mature regional development programmes and projects, including feasibility studies and detailed design, in line with regional development plans and strategies, with a view to financing by Phare, national and regional budgets and other external sources of investments in the period 2001-2006.
- To further strengthen the capacity of the NARD to co-ordinate and support the regional planning process managed by the RDAs.

#### **2.3 Accession Partnership and NPAA priority**

This project meets the following Accession Partnership and NPAA priorities:

- The reinforcement of administrative and judicial capacity including capacity to manage and control EU funds.

- The strengthening of the regional strategic thinking in order to further elaborate the National Development Plan.
- The development of a "national policy for economic and social cohesion in the view of preparing for the implementation of regional programmes as well as Community initiatives; improving inter-ministerial co-ordination for Structural Funds on a regular basis and establishing a budgetary system and its procedures allowing for pluri-annual commitments and organising its management according to structural funds standards, including appraisal and evaluation".
- This Institution Building project will catalyse these AP priorities and will answer the specific NPAA priority of developing the institutional capacity of RDAs, NARD and other stakeholders in order that they can register constant progress in achieving the regional development objectives and meeting the increasing expectations of the regional communities.

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

The Project will enhance the NARD and 8 RDAs' capacity to improve the National and Regional Development Plans and to allow a well-monitored implementation of the priorities designed in partnership at national and local levels.

#### **2.5 Cross Border Impact**

The project may be used to identify and design better cross border projects, by reinforcing programming in partnership and project identification.

### **3. Description**

#### **3.1 Background and justification:**

In the coming 2001-2006 period a significant step-up in the level of EU financing available for Romania is going to occur through PHARE, ISPA and SAPARD. Other resources coming from IFI or bilateral agreement with Member States will be also available for similar purpose. It is imperative that the Romanian authorities are capable of using this financial support in a way that guarantees the maximal impact on regional and infra-regional disparities. The absence of appropriate skills will impeditment NARD and RDAs ' ability in making effective and efficient use of this funding, and will result in a failure to promote regional development in the Romanian Regions.

Therefore, the RDAs and NARD have to build capacity in adopting the Structural Funds main principles among which: programming approach, partnership and inter-administrative co-ordination, synergy between different financial instruments, subsidiarity and decentralised decision making process, transparency and cost effectiveness in the project selection procedure, ex-post evaluation.

Phare is contributing towards establishing this strategic approach through a number of related projects: 1997 Regional Development Institution Building

Programme, 1998 Regional Development Support Project, 1998 Training Strategy and Structures Project. The twinning project "Training Strategy and Structures" which is part of the 1998 Sub-Programme for Regional Policy and Cohesion will make recommendations concerning the training needs of regional stakeholders. The Training Strategy is expected to be adopted in summer 2000 and, consequently a training programme could be funded, which builds up capacity at national level and among regional stakeholders,

This Institution Building project will help at establishing such development partnership and at designing related regional training plans, in line with the adopted Training Strategy, through two related sub-component: a twinning component (sub-component A) and a technical assistance component (sub-component B).

### **3.2 Linked activities:**

#### **Past Phare activities**

"Regional Policy Analysis and Development Support" - RO9408.01.01 - 1996-1998, 1,4 Meuro. The project introduced the concept of regional development in Romania: principles, objectives, institutions; all these became components of the "Green Document" which resulted from the project and provided a sound framework for the regional development in Romania

"Technical Assistance with the Regional Institution Building Programme" - RO9708.01, 1998-2000, 1.4 Meuro. The main objective of the project was to develop institutional and infrastructural capacities at both national (National Board for Regional Development, National Fund for Regional Development, National Agency for Regional Development) and regional level (Regional Development Agencies). The project had a training component for the National Agency for Regional Development as well as for the 8 RDAs.

#### **Present and future Phare activities**

"Training Strategy and Structures" - RO9807.01, 0.5 Meuro, implemented through a Twinning project the main objective of which being to develop a 5 years Training Strategy and specialised training structures to meet the requirements for preparing and implementing regional development strategies and programmes. Thus, an operational training programme will be developed.

"Training on each of the Pre-Accession Instruments" - RO9807.01.03.01, 1Meuro. The specific objective of the project is to build up a core group of competent personnel (from the key ministries and the NARD) dealing with regional development issues in Romania, through a comprehensive training programme focused on programming and programme management skills and identification of the appropriate methodologies for each of the pre-accession instruments.

"Regional Development Support Project" - RO9807.01.03.02, 2Meuro - technical assistance for the RDBs and the RDAs in order to successfully accomplish their role in regional development.

### **3.3 Results**

### **3.3.1 Twinning sub-component**

This sub-component of the project will produce the following results:

- ❑ Establishment in the RDAs and in NARD of sound financial and operational monitoring systems tested and approved by the National Fund
- ❑ Establishment of methodological guidelines (hand-book) for appraising, selecting and monitoring projects
- ❑ Approved investment projects in each of the Regions (financed by Phare and/or others funding sources).
- ❑ Direct involvement of stakeholder organisations with the RDAs in the preparation and management of regional development projects
- ❑ Establishment by the RDAs of a quality controlled network of applicant advisers
- ❑ Periodic updating and upgrading of the Regional Development Plans and of the National Development Plan, including detailed programming of investments and technical assistance resources necessary for implementation
- ❑ New activities and services being defined in the RDAs
- ❑ Development of the necessary administrative capacities in NARD to implement the Training Strategy for implementing regional development in Romania
- ❑ Establishment of human resources policy in the RDAs including training programmes and career profile
- ❑ Checked knowledge of EU requirements and EU practices in European Regional and Cohesion Policies ("acquis communautaire").

### **3.3.2 Technical assistance sub-component**

This sub-component of the project will produce the following results:

- ❑ a team of qualified staff in the NARD and the RDAs with all the necessary skills for :
  - programme preparation and projects development (identification, design, appraisal, selection, contracting, implementation, monitoring, control, payments, evaluation)
  - strategic planning
- ❑ establishment of long lists of regional projects potentially eligible for Phare in order to ensure a continuous programming process in 2001-2006. Designing of strategic development programmes with regional and inter-regional impact to be financed under different schemes
- ❑ Preparation for implementation of an important number of projects with regional impact, including elaboration of required technical and implementation documents as feasibility studies, detailed technical designs, preparation activities for aid schemes, tender documentation, environmental impact assessment.
- ❑ Improved co-ordination between the NARD and the key ministries in order to develop a common approach to strategic issues. Effective involvement of key ministries and RDAs in the

identification and the preparation of regional development programmes

### 3.4 Activities

This Institution building project will have two related components, a twinning component and a technical assistance component.

**The twinning component (A)** will be organised at regional and national level.

**3.4.1** At regional level. The twinning will place at the disposal of the RDAs pre-accession advisers from EU institutions responsible for regional policy and regional programmes in the Member states. One of the expected results will be to ensure sustainability in training by establishing long lasting relationships between Member States regions and Romanian regions.

**3.4.2** At national level the twinning will place at the disposal of NARD a pre-accession adviser, whose tasks will be to help NARD build up its role as a developer of partnerships for regional development, bringing together actors from various sectors, and for implementing the Training Strategy. She/he will also help NARD in co-ordinating the approaches of the regional PAAs development tasks. In order to ensure that the Romanian RDAs will benefit from coherent and appropriate advice, skills and knowledge and to secure that common and/or compatible approaches are defined and applied at regional level, which would be appropriate in the Romanian context.

**The technical assistance component (B)** will provide, in coherence with the twinning sub-component, financial and technical means to NARD, RDAs and other key ministries in order get the external expertise, advice and training for establishing priorities, identifying and appraising individual projects and measures, and moving towards a genuine programming approach in 2001-2006.

Training programmes will be defined and implemented in line with the principles agreed in the Training Strategy, which is expected to be adopted in summer 2000.

#### 3.4.3 Twinning component (A)

**The twinning projects will cover the NARD (1 Meuro) and 8 Development Regions (0.750 Meuro each). Member States are**

**invited to bid for one or two regions, or for the national twinning coupled with one region as they find it suitable. The maximum size of one covenant will be 2 Meuros.**

#### **3.4.3.1 At regional level**

Regional Development Agencies (RDAs) are critical to the future of EU supported regional development in Romania. The RDAs have a crucial role to play in identifying and promoting the strategic development of Romania's regions, including rural development on the basis of: their regional economies analysis; and the partnerships which they are able to develop with other key local and regional stakeholders.

The pre-accession advisers will work with the RDAs and their partner stakeholders within the region to produce concrete proposals for regional development investment projects and to ensure that the agencies and their partners have the skills and expertise to successfully implement and manage the projects.

#### **Selection criteria of the Member States ' regional institutions**

Given the wide range of regional structures operating in the Member States, and their various status and responsibilities, the following criteria have been designed for selecting the relevant Member States regional institutions.

- \* The Member States will mandate these institutions which will act in public interest.

- \*Whatever will be their juridical status (public, non-profitable organisations, or under private law), they will give evidence of close links with local and regional public authorities (accountability, partnership).

- \*These institutions will be responsible for designing, implementing and monitoring regional socio-economic strategies, programmes and projects in the framework of European Regional and Cohesion policy and national policy.

- \*They will have specific technical skills in the following fields: regional planning and regional socio-economic development, European Structural Funds and related policies (agricultural and rural development, European employment policy, competition, environment, equal opportunity, public procurement); programming and financial management, projects operational and financial monitoring, projects and programmes 'evaluation, partnership building and partnership leadership.

- \*These institutions will carry on their activities in a territory of a sufficient size to allow relevant transfer of knowledge and experience. (NB. Romanian Development Regions correspond to European NUTS II level)

#### **Regional PAAs activities**

The sub-project will access the practical expertise in relation to regional development programme implementation, which is embodied within the existing Member States regional institutions.

The PAAs will produce concrete proposals and assistance for regional development programmes and investment projects and will ensure that the RDAs and their partners have the skills and expertise to successfully implement and manage strategic programmes and investments projects, in full compliance with the European Structural Funds principles.

**The twinning will cover the following main activities:**

- \*Working with Regional Development Board members and other regional stakeholders to build consensus around regional development strategies and supporting the RDAs at establishing their legitimacy as responsible body for leading regional partnership

- \*Supporting the development and implementation of comprehensive promotional/PR activities by the RDAs in the field of regional development.

- \*Helping the RDAs in establishing a quality controlled network of applicants advisers such as Chambers of Commerce, SMEs advisers, NGOs etc.

- \*Assisting the RDAs in the identification of projects and measures of strategic value in terms of agreed priorities, as set out in the regional development plans

- \*Defining the conditions under which the RDAs could assume the role of implementing authorities and paying agencies for European funding. In this framework the PAAs will help the RDAs at developing new services and new products to bring additional sources of revenue.

- \*Related with these tasks, the PAAs will help the RDAs in defining a sound human resources policy, including training and career development, in line with the adopted Training Strategy, and in identifying sources of finance for training

- \*Counselling and training for RDAs and of other key regional stakeholders ' staff in partnership working.

**Inputs**

The achievement of these activities will be achieved through:

- \*The provision of long-term pre-accession advisers (18 months)

- \*Short-term expertise

- \*The placement of key RDA's staff in twinned EU regional institutions

- \*The delivery of training programmes in line with the approved Training Strategy

- \*The provision of limited equipment which is required to make effective the delivery of the technical assistance being proposed.

Furthermore, where the assistance is to focus on the members of the RDBs and local politicians, politicians serving on the boards or management committees of the Member States regional institutions will be the ones to deliver assistance.

The twinned Member States regional institutions will also be expected to support their Romanian partners in a number of other ways:

- \*Information on EU programmes and initiatives

- \*Copies of useful publications and documents which will help the Romanian RDAs in building materials and libraries.

Clearly there will be a limit to this support since some materials (e.g. sector/market research reports) can be expensive). Where the Member States regional institutions have useful information, which can be supplied to their Romanian partners by photocopying (without infringing copyright regulations) and through their advisers (who will be travelling back and forward to Romania) they have the means to deliver this material with no additional cost.

#### **Regional PAA advisers profile**

- \*Track record of Structural Funds administration (ERDF and ESF) covering both strategic as well as budgetary and control aspects. This implies as well track record in related European policies as competition, environment, equal opportunities, public procurement, evaluation and financial control European Employment strategy, Agricultural and rural policy.

- \*Proven ability to manage complex programmes of economic restructuring and regional development.

- \*Proven ability to work in a team, in the capacity of team leader and to co-ordinate the work of team members.

- \*Proven ability to adapt and to translate national experiences and ways of working in another administrative and cultural environment.

**3.4.3.2 At national level,** a twinning will place at the disposal of NARD a pre-accession adviser, which tasks will be to help NARD in developing its inter-institutional and inter-administrative leading role and to co-ordinate the regional PAAs approaches. In particular it will be important to ensure that:

- \*Others can exploit effective experiences gained in one region

- \*All RDAs have similar opportunities to acquire core and common competencies.

- \*Fundamental differences in the type and quality of assistance on offer to individual RDAs is avoided.

#### **National PAA activities**

- \*To support NARD in the implementation and the follow up of the adopted Training Strategy, including assistance with the development of human resources development policies.

- \* To help NARD in improving and reinforcing its co-ordination role at national level (partnership between different ministries, administration, agencies and others relevant bodies involved in national decisions with regional impact).



\*To reinforce the capacity of NARD in assisting the RDAs by providing operational guidelines for public expenditure, financial monitoring and control, evaluation etc.

\*To co-ordinate and to stimulate coherence and exchange of experiences between the approaches of the regional PAAs to regional development tasks. Given the differences between MS and regional institutions in Member states this task will be of the outmost importance in order to ensure that the Romanian RDAs will benefit from coherent and appropriate advice, skills and knowledge. The national PAA will be responsible for defining with NARD and the RDAs the main common results expected from the regional twinning projects and to secure that common and/or compatible approaches are defined at regional level, which would be appropriate in the Romanian context.

\*The national PAA will not be responsible for the administrative co-ordination of the regional twinning, which will be the task of NARD and the Member State Project Leaders.

#### **National PAA profile**

This is a key position requiring a person of exceptional commitment and ability, capable of animating in a coherent and practical way a team of regional PAAs. The following skills are needed:

\* Extensive experience in Structural Funds management, including strategic as well as budgetary and control aspects, at European, national and/or regional level.

\*Excellent knowledge of European policies as well as awareness of Member States specific regional structures and national arrangements for Structural Funds implementation.

\*Proven ability of assuming the role of animating and stimulating pluri-national groups

\*Good knowledge of Romanian situation and Romanian administrative structures. Experience of working in a central/eastern European administrative environment.

\*Excellent command of English/French and good knowledge of other EU languages

#### **Inputs**

The achievement of these activities will be achieved through:

\*The provision of a long-term pre-accession adviser (18 months)

\*Short-term expertise

\*The delivery of training programmes in line with the approved Training Strategy

#### **3.4.4 Technical assistance component (B)**

The following activities will be supported through the technical assistance sub-component:

\*Advice and counselling for the NARD and the RDAs on project preparation and strategic planning and programming.

\*Identification and design of strategic development programmes with regional and inter-regional impact to be financed under different

schemes, including need analysis, identification of available resources, building of inter-institutional partnership.

\*Advice, counselling and training on ex ante appraisal and ex post evaluation techniques to the NARD, the RDAs, the Ministry of Finance and line Ministries.

\*Preparation for large projects with regional impact, including elaboration of required technical and implementation documents as

- feasibility studies, cost-benefits analysis, or financial analysis, analysis of user charging systems for the infrastructure projects, pre-investments studies

- detailed technical design, bills of quantity, works schedule

- preparation activities for aid schemes, including market demand analysis and identification of efficient delivery mechanisms

- tender document and procurement plans

- environmental impact assessments to meet requirement of European Community legislation

\*Assistance from experts to compile all the necessary documents and justifications for individual projects

\*Training and technical assistance in the ex ante appraisal of large regional development projects

\*Training and technical assistance in the ex-ante evaluation of facilities or grant schemes to be supported.

\*Focused training modules and comprehensive package of training materials delivered to the NARD, the RDAs and to the key ministries involved in regional development in Romania. Training programmes will be designed in line with the principles stated in the adopted Training Strategy.

\*Research/studies into key regional and sectoral issues to provide an improved basis for programming and operational substance for partnership development activities."

#### **4 Institutional Framework**

The Ministry of Finance (CFCU) will be implementing agency for this Institution Building project.

NARD, as the Governmental organisation, which is responsible for regional development, will be in charge of co-ordination between governmental strategies, policies and programmes (National development Plan) and the regional (Regional development Plans). It will have to ensure that the appropriate control is in place to ensure value for money in terms of large public expenditure projects. As implementing authority, NARD will be responsible for the administrative co-ordination of the regional twinning.

The RDAs are the executive agencies that are responsible for enacting development practices in furtherance of the priorities set by the Regional Development Boards (the consultative or decision making structure). Democratic accountability arises through the participation of the local authorities (Judets, municipality, towns and communes) in the RDBs.

The formal institutional framework for regional development in Romania (set by Law 151/98) does not allow (directly) for the participation of all the social partners, and this, in regional development terms, can be considered to be a failing. In

particular, in the EU Member States and some other Accession Countries, bodies such as the RDBs include amongst their membership Trade Unions, employers associations, NGOs, etc.

The project will result in specific actions to involve the social partners focusing as it does on partnerships involving regional stakeholders, however this involvement may heighten demands for broader composition of RDBs over time. This situation will be monitored and recommendations to the Government for amendments to Law 151/98 could be forthcoming if merited.

## 5 Detailed Budget

	Phare Support					
	Inv.	Institution Building	Total Phare (I + I.B.)	National Cofinancing	IFI	Total (Meuros)
<b>Sub-component A</b>		<b>7</b>	<b>7</b>			<b>7</b>
<b>Twinning</b>						
Regional		6	6			6
National		1	1			1
<b>Sub-component B</b>		<b>6</b>	<b>6</b>			<b>6</b>
<b>Technical assistance</b>						
<b>TOTAL</b>		<b>13</b>	<b>13</b>			<b>13</b>

## 6 Implementation Arrangements

### 6.1 Implementing Agency

#### PAO

Name: Ionut Mircea COSTEA – Secretary of State -Ministry of Finance/ CFCU

Address: St Apolodor 17, Bucharest

Tel.: (401) 4103400

Fax: (401) 3366258

#### Director CFCU

Name: Daniela Gheorghe

Adreess:36-38 Mendeleev street district 1, Bucharest

Telephone: (401) 3153531

Fax: (401) 3153531

### 6.2 Twinning (Sub-component A)

Twinning covenants will be signed between Member States/regional institutions (chief executive), the RDAs (Director) and NARD (President). As far as the national twinning is concerned the Member States/institution (chief executive) and the NARD (President) will sign the covenant:

<b>Contact person in the NARD</b>	Liviu Marcu President of NARD National Agency for Regional	Address: Str. Poterasi 11, Sector 4, Bucharest Telephone: (401) .335 26 20
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	Development	Fax: (401) 335 18 43
<b>Contact persons in the RDAs</b>	<b>Director</b>	<b>Address, Telephone and fax numbers</b>
<b>North-East</b>	Constantin Apostol	<ul style="list-style-type: none"> <li>• Address: Piatra Neamt, Str. Alexandru cel Bun no 17,</li> <li>• Tel: 403-3218071</li> <li>• Fax: 403-3218072</li> </ul>
<b>South-East</b>	Luminita Mihailov	<ul style="list-style-type: none"> <li>• Address: Braila, Str. Piata Independentei no. 1,</li> <li>• Tel: 403-9611086</li> <li>• Fax: 403-96611086</li> </ul>
<b>South Muntenia</b>	Ion Manole	<ul style="list-style-type: none"> <li>• Address: Calarasi, Str. 1 Decembrie 1918, 1,</li> <li>• Tel: 404-2331769</li> <li>• Fax: 404-2331609</li> </ul>
<b>South-West Oltenia</b>	Marilena Bogheanu	<ul style="list-style-type: none"> <li>• Address: Craiova, Str. Unirii 19</li> <li>• Fax: 405-1419496</li> <li>• Tel: 405-1419496</li> </ul>
<b>West</b>	Horia Imbri	<ul style="list-style-type: none"> <li>• Address: Timisoara, Str Proclamatia de la Timisoara</li> <li>• Tel: 405-6191923</li> <li>• Fax: 405-6191981</li> </ul>
<b>North-West</b>	Claudiu Cosier	<ul style="list-style-type: none"> <li>• Address: Cluj Napoca Str.: Toplita, no.2</li> <li>• Tel: 406-4431550</li> <li>• Fax: 406-4431550</li> </ul>
<b>Central</b>	Simion Cretu	<ul style="list-style-type: none"> <li>• Address: Alba Iulia, Str. Decebal12</li> <li>• Tel: 405-8818613</li> <li>• Fax: 405-8818613</li> </ul>
<b>Bucharest-Ilfov</b>	Dan Nicula	<ul style="list-style-type: none"> <li>• Address: Bucharest, Calea Victoriei 16-20</li> <li>• Tel: 401- 3159659</li> <li>• Fax: 401-3159665</li> </ul>

The assistance to be provided will come from EU Member States regional and/or national Institutions and the selection of the organisations to provide the support will depend upon the quality of the offers received. It is therefore likely that a number of EU Member States will be involved in the project. While this will allow for the differing experiences from EU Member States regional institutions to be drawn upon, it poses challenges in terms of the management of the project. This calls for some co-ordination within the project, and this should be provided by the NARD. The manual for Twinning will be used.

**Implementing authorities: NARD and RDAs**

### **6.3 Technical assistance (sub-component B)**

The DIS manual will be followed

### **Implementing authorities: NARD and RDAs**

## **6.4 Contracts**

### **6.4.1 Twinning (sub-component A):**

The twinning projects will cover the NARD (1 Meuro) and 8 Development Regions (0.750 Meuro each). Member States are invited to bid for one or two regions, or for the national twinning coupled with one region as they find it suitable. **The maximum size of one covenant will be 2 Meuros.**

### **6.4.2 Technical assistance (sub-component B)**

It is envisaged to contract through Phare Framework mechanism.

## **7 Implementation Schedule**

### **7.1 Twinning (Sub-component A)**

Start of tendering/twinning procedure: September 2000

Start of project implementation: Jan-March 2001

Completion of the project: June-March 2002

### **7.2 Technical assistance (Sub-component B)**

Detailed terms of Reference for the assistance to be provided will be available by January 2001. The Invitations to tender will be launched in January 2001 and the project will start by May 2001. The project will have duration of 24 calendar and will therefore terminate in April 2003.

## **8 Equal Opportunity**

The contractors will be encouraged to make available both female and male staff as pre-accession advisers and short term experts as well as technical assistance experts.

While designing socio-economic programmes or grant schemes, the Romanian regional development institutions (NARD and RDAs) will pay particular attention in introducing the *mainstreaming* concept and to ensure a full and equal participation of women, ethnic minorities and other socially disadvantaged or excluded groups.

## **9 Environment**

Environmental aspects will be considered in a structured way with particular reference to environmental sustainability concept.

On the institutional side, particular attention will be given to the way of assuring that the relevant environmental authorities are fully involved in the different stages of the decision making process. (Strategy-making, programming, project selection and monitoring and ex-post evaluation)

## **10 Rates of return**

Not applicable in respect of Institution Building projects.

## **11 Investment criteria**

Not applicable in respect of Institution Building projects.

## **12 Conditionality and sequencing**

Projects to be implemented through **twinning** require the full commitment and participation of the senior management of the beneficiary institution. In addition to providing the twinning partner with adequate staff and other resources to operate effectively, the senior management must be fully involved in the development and implementation of the policies and institutional change required delivering the project results.

Therefore, NARD and the RDAs will be required to:

- ❑ make available office accommodation for the experts and the pre-accession advisers
- ❑ meet all the costs relating to the use of the office accommodation
- ❑ identify key staff from the line ministries who will participate in the project
- ❑ make staff available to receive counselling and participate in training and for placements in EU RDAs
- ❑ place all information relating to project proposals at the disposal of the experts.

NARD will be required to accept its role in the co-ordination of the twinning component of the project, making dedicated staff available to carry out these activities.

The participating ministries will be required to:

- ❑ identify key staff from the line ministries who will participate in the project preparation and strategic planning
- ❑ make staff available to receive counselling and participate in training
- ❑ place all information relating to project proposals and strategic planning at the disposal of the experts.

## **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 TO THE PROJECT FICHE

LOGFRAME PLANNING MATRIX			Programme name: Support for Regional Development Programme Implementation Number: RO- 0007.01	Date of drafting:  April 2000
<b>Support for regional development programme implementation</b>  <b>A.Twinning</b>  <b>B.Technical assistance</b>			Contracting period expires: 30.11.2002	Disbursement period expires: 30.11.2003
<i>Project Number RO-0007.01</i>			Total Budget: 13 MECU	Phare contribution: 13 MECU
Wider Objective	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
To support the national and the regional authorities established by the law 151/1998 (especially NARD and RDAs) to strengthen the institutional capacity for the implementation of an integrated regional development policy in line with the provisions of the National Development Plan (NDP) adopted within the context of the pre-accession process.	<ul style="list-style-type: none"> <li>The NARD, the RDAs and the key ministries involved develop a common strategy in regional development</li> <li>Yearly updating and upgrading of the Regional Development Plans and of the National Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>By the NARD and the RDAs</li> </ul>	<ul style="list-style-type: none"> <li>All actors involved assume their responsibilities and start developing a common strategy for the regional development in Romania</li> <li>The European Union and the Romanian Government will continue to financially support the regional development in Romania – co-financing available</li> </ul>	



Immediate Objectives	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks
<ul style="list-style-type: none"> <li>To develop the capacities of the 8 RDAs as professional, legitimate and sustainable organisations that are capable of leading socio-economic development process in their region, in line with the successful practises in Member States, and giving particular importance to the development of partnership amongst regional communities of interest to strengthen the legitimacy of the regional planing process</li> <li>To prepare valid, mature regional development programmes and projects, including feasibility studies and detailed design, in line with regional development plans and strategies, with a view to financing by Phare, national and regional budgets and other external sources of investments in the period 2001-2006</li> </ul>	<ul style="list-style-type: none"> <li>Direct involvement of stakeholder organisations with the RDAs in the preparation and management of regional development projects</li> <li>Establishment by the RDAs of a quality controlled network of applicant advisers</li> <li>New activities and services being defined in the RDAs</li> <li>Checked knowledge of EU requirements and EU practices in European Regional and Cohesion Policies</li> <li>Establishment in the RDAs and in NARD of sound financial and operational monitoring systems tested and approved by the National Fund</li> <li>Establishment of methodological guidelines (hand-book) for appraising, selecting and monitoring projects</li> <li>Establishment of long lists of regional projects potentially eligible for Phare in order to ensure a continuous programming process in 2001-2006: (135 identified, designed investment projects and</li> </ul>	<ul style="list-style-type: none"> <li>Project Reports</li> <li>By the NARD</li> </ul>	<ul style="list-style-type: none"> <li>The local authorities will continue to financially support the RDAs</li> <li>The RDAs will have the adequate personnel (as number, organisation and skills)</li> <li>Effective Technical Assistance provided in due time</li> </ul>

<ul style="list-style-type: none"> <li>To further strengthen the capacity of NARD to co-ordinate and support the regional planning process managed by the RDAs</li> </ul>	<p>schemes in each of the Region)</p> <ul style="list-style-type: none"> <li>One comprehensive database on available resources, connected projects, local and regional business opportunities, etc</li> <li>Effective involvement of key ministries and RDAs in the identification and the preparation of regional development programmes</li> <li>Improved co-ordination between the NARD and the key ministries, in order to develop a common approach to strategic issues.</li> </ul>		
<b>Outputs</b>	<b>Indicators of Achievement*</b>	<b>How, When and By Whom Indicators Will Be Measured</b>	<b>Assumptions and Risks</b>
<ul style="list-style-type: none"> <li>A team of qualified staff in the NARD with all the necessary skills for strategic planning, programme preparation and project development</li> <li>Effective involvement of the NARD, the RDAs and the key ministries and RDAs in the identification and the preparation of the regional development programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the adopted Training Strategy</li> <li>15 NARD trained in identifying, preparing and implementing large projects and 50 experts from NARD and key ministries regularly involved in training</li> <li>One common strategy developed by the NARD, RDAs and key ministries involved</li> <li>Yearly up-dating of NAD and Regional Plans approved in partnership</li> </ul>	<ul style="list-style-type: none"> <li>Project Reports</li> <li>By the NARD</li> <li>Adoption of National development Plan and Regional development Plans</li> </ul>	<ul style="list-style-type: none"> <li>Assistance fails to bring all the actors involved to a common point in establishing a strategy for regional development in Romania</li> </ul>

<ul style="list-style-type: none"> <li>• Local stakeholders involvement in the preparation and management of regional development projects</li> <li>• The RDAs will have the adequate and professional personnel (as number, organisation and skills) and increased operational budgets</li> <li>• Long-lasting relationship established between Romanian regional partnerships and EU Regions</li> </ul>	<ul style="list-style-type: none"> <li>• 5 strategic regional partnerships per region with other key regional stakeholders</li> <li>• 20 local regional stakeholders from each region involved in regional development as a consequence of this project</li> <li>• Establishment of human resources policy in RDAs, including training programmes and career profile</li> <li>• 4 experts from each RDA with strong analytical and strategic skills</li> <li>• 10 RDB members and other stakeholders from each region regularly involved in training</li> <li>• The local authorities will increase their capacity to financially support the RDAs</li> <li>• Newly developed services and revenues thus generated</li> <li>• 24 man-months of Romania staff placement in EU Regional institutions</li> </ul>		
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<p><i>Inputs</i></p> <ul style="list-style-type: none"> <li>• Technical assistance delivered through long and short term experts</li> <li>• The delivery of training programmes</li> <li>• The provision of limited equipment for the effective delivery of the proposed technical assistance</li> <li>• Twinning support through long and short term experts</li> <li>• The delivery of training programmes</li> <li>• The provision of limited equipment for the effective delivery of the proposed technical assistance</li> <li>• The RDAs must provide the premises and the minimum equipment the experts would need</li> </ul>	<ul style="list-style-type: none"> <li>• 18 man-months spent by the LTE in the NARD and RDAs</li> <li>• Specific regional development materials / documents provided to the NARD and RDAs</li> <li>• 8 training modules delivered</li> <li>• Specific technical assistance provided</li> </ul>	<ul style="list-style-type: none"> <li>• Project reports</li> <li>• By the NARD</li> </ul>	<ul style="list-style-type: none"> <li>• The Contractor will send highly qualified experts for the project</li> <li>• The experts proposed will actually spend the contracted man-months in the NARD and the RDAs and accomplish the objectives set for this project</li> <li>• The NARD must make available office accommodation and the minimum equipment the experts would need</li> <li>• The NARD will make staff available to participate in training and will place all information relating to project proposals at the disposal of the experts</li> <li>• EU RDAs ensure quality placements</li> </ul>
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## ANNEX 2

### DETAILED TIME IMPLEMENTATION CHART FOR PROJECT NUMBER RO-0007.01

#### A / Twinning on regional planning and programme development (7 Meuros Phare Funds)

	2000						2001												2002												2003														
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			
activities																																													
Preparation of Terms of Reference	D	D																																											
Launching of Invitation to Tender			*																																										
Preparation of Offers				D	D	D																																							
Agreeing on Covenants						C	C																																						
Start of Project							*																																						
Implementation of projects									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 2

*B / Technical assistance for strategic planning and project development (6 Meuros Phare funds)*

	2000						2001												2002												2003													
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		
activities																																												
Preparation of Terms of Reference	D	D	D	D	D	D																																						
Launching of Invitation to Tender							*																																					
Preparation of Offers							D	D	D																																			
Agreeing on Covenants									C	C																																		
Start of Project											*																																	
Implementation of projects											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 page 1(2)**

***Twinning on Regional Planning and Programme Development***

**CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE ( 7 MEURO Phare Funds)**

**DATE: April 6<sup>th</sup> , 2000**

	<b>31/03/01</b>	<b>30/06/01</b>	<b>30/09/01</b>	<b>31/12/01</b>	<b>31/03/02</b>	<b>30/06/02</b>	<b>30/09/02</b>	<b>31/12/02</b>	<b>31/03/03</b>	<b>30/06/03</b>	<b>30/09/03</b>	<b>31/12/03</b>
Contracting	7,000,000	-	-	-	-	-	-	-	-	-	-	-
Disbursement		1,400,000	2,220,000	3,030,000	3,850,000	4,670,000	5,480,000	6,300,000	7,000,000			

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

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



**ANNEX 3 page 2(2)**

***Technical Assistance for Strategic Planning and Project Development***

**CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE ( 6 MEURO Phare Funds )**

**DATE: February 11, 2000**

	<b>31/03/0 1</b>	<b>30/06/0 1</b>	<b>30/09/0 1</b>	<b>31/12/0 1</b>	<b>31/03/0 2</b>	<b>30/06/0 2</b>	<b>30/09/0 2</b>	<b>31/12/0 2</b>	<b>31/03/0 3</b>	<b>30/06/0 3</b>	<b>30/09/0 3</b>	<b>31/12/0 3</b>
<b>CONTRACTED</b>		6,000,000	-	-	-	-	-	-	-	-	-	-
<b>DISBURSEMENT</b>		1,200,000	1,800,000	2,400,000	3,000,000	3,600,000	4,200,000	4,800,000	5,400,000	6,000,000		

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

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