

## PHARE 2003 STANDARD SUMMARY PROJECT FICHE

### 1. Basic Information

- 1.1 **CRIS Number:** PHARE 2003/005-551.03.01
- 1.2 **Title:** Support for the public administration reform process in Romania  
Component 1: Strengthening the capacity of CUPAR and reform network  
Component 2: Developing the Corps of Professionals Public Managers
- 1.3 **Sector:** Public Administration
- 1.4 **Twinning component:** RO03/IB/OT/01  
- Title: Strengthening the capacity of CUPAR and reform network  
- Duration: 18 months  
- Budget: 0,8 M €
- 1.4. Location: Romania /Bucharest**

### 2. Objectives

#### 2.1. Overall Objective:

Wider reform of the Romanian public administration to respond efficiently and effectively to Romania's economic and social needs and to the requirements of the EU accession process.

#### 2.2. Project purpose:

##### **Component 1 - Strengthening the capacity of CUPAR and reform network**

Central Unit for Public Administration Reform (CUPAR) has the capacity to put into practice the decisions of the Inter-ministerial Council for Public Administration Reform, to monitor and animate the reform together with the reform network (the ministerial and county groups);

##### **Component 2 - Developing the Corps of Professionals Public Managers**

Romania's corps of Professionals Public Managers has sufficient skills and knowledge for leading a management culture change and for providing expertise to problems arising in the main areas related to the acquis communautaire implementation and other requirements of the EU accession process;

#### 2.3. Accession Partnership and NPAR priority

In order to strengthen the institutional and administrative capacity, **the Accession Partnership** sets the following priorities and objectives:

- To adopt and implement a comprehensive public administration reform package addressed at
  - (i) increasing the efficiency and effectiveness of the administrative act, reducing the bureaucracy and avoiding the dysfunctions and overlaps of responsibilities
  - (ii) rising the level of compatibility with the member states' administrations
  - (iii) developing the mechanisms to ensure the political independence and accountability of civil servants,
  - (iv) improving the provisions for both initial and in-service training, and
  - (v) developing a career structure based on transparent promotion and assessment.
- To improve the policy coordination and consultation procedures between ministries
- To strengthen the institutional and administrative capacity of the bodies in charge with programming and managing funds for economic and social cohesion, in line with the Structural Funds approach

**The National Programme for Accession to the European Union (NPAR) and the Priority Action Plan for EU Accession (nov.2002 – dec.2003)** identify the following priorities for public administration:

- short term:

a.) accelerating the public administration reform

- strengthening the institutional capacity of the Ministry of Public Administration
  - strengthening the role of the Ministry of Public Administration concerning the management of the reform
- profesionalising the civil service
  - creation of a professional and politically neutral body of civil servants

b.) strengthening the administrative capacity for application of the *acquis communautaire*

➤ Ensuring the steadiness of the personnel involved in the preparation activities for accession and upgrading the professional abilities

- medium term:

➤ creating an integrated informational system for public administration

## 2.4. Contribution to National Development Plan

N/A

## 2.5. Cross Border Impact

N/A

## 3. Description

### 3.1. Background and justification:

Romania signed the Europe Agreement, which came into force in February 1995, and is currently preparing for the membership to the European Union (EU). The main objective of the Agreement is to contribute to Romania's economic development through the introduction of the institutional and legal system of a market economy and to prepare for future EU membership through harmonization of existing laws, standards, norms and structures. This process requires the development and strengthening of many institutions, of which public administration is a major part, together with the related human resources that play a key role in the accession process.

The Government of Romania has been making significant efforts to speed up the institutional development process, by drafting and implementing a National Programme for Accession.

The Romanian political system has undergone significant changes since 1990. Following the November 2000 elections a PSD Government took office. The fact that it is not a coalition government promised to give more consistency and clarity to the policy process. Policy statements from the new Government confirmed the priority placed on EU accession and the support for the principles of administrative reform.

The reform of the central and local public administration, having as main component the coherence of the administrative act and the improvement of the public management, is one of the major objectives of the Government Programme 2001-2004. The 2002 NPAR also stipulates the necessity to continue the legislative and institutional reform process within the public administration with the view to facilitating and accelerating the *acquis* adoption.

Taking into account these aspects, in 2001 the Romanian Government has expressed its determination to embark upon an ambitious programme of public administration reform, including a far-reaching reform of the civil service. As part of this commitment the following actions were undertaken by the middle of 2002:

➤ **The Strategy concerning the acceleration of the public administration** was approved by Government Decision no.1006/2001. Its basic goal is to create a new legal framework for public administration, to provide professional, efficient, politically neutral public services, to modernize the institutional structures, increase the efficiency and the effectiveness of civil servants' activity, to change mentalities and behavior and, last but not least, to create a service oriented administration for the citizens.

➤ **The National Institute of Administration (NIA)** was created in 2001 as institution specialized in training for civil servants and local elected people;

➤ **The National Agency for Public Servants (NAPS)** is in charge with the management of the Public Service and the drafting of legal acts regarding the Public Service. NAPS undertakes its functions in close cooperation with NIA and CUPAR;

➤ **Government Council for Monitoring Public Administration Reform** (also known as the Inter-ministerial Council for Administration Reform - IMCAR), including 8 ministers and chaired by the Prime Minister, was established in September 2001. This organism is in charge with the supervision of the entire reform process in public administration representing the political level. There have taken place 2 meetings so far;

➤ **The Central Unit for Public Administration Reform (CUPAR)** was established within the Ministry of Public Administration in May 2002 to ensure the transposition in practice of the IMCAR decisions. According to the Decision of the Minister of the Public Administration, the main tasks of the CUPAR are: monitoring the reform implementation at the central and local public administration level, proposing new tools, procedures and mechanisms within the modernisation process and also, organizing the IMCAR reunions and assuring the secretarial functions for it. The ministerial and county groups for monitoring the public administration reform were also established under the coordination of CUPAR.

Thus, the **reform network** consisting of CUPAR and the ministerial and county monitoring groups (82 persons within the ministries and 228 persons within the prefectures and county councils) is in place. The members of the monitoring groups were appointed by each minister and prefect according to the Governmental Decision no. 951/2001. These groups include technical staff represented by general directors of different departments (HR, accountancy, public management, drafting and elaboration of policies, public relations, internal organization, etc.) and also, general secretaries of ministries, prefectures and county councils. Their main tasks are to elaborate, coordinate, monitor and evaluate the implementation of the reform measures according to the multi-annual modernisation programs of their own institutions.

With the support of the running Phare twinning project RO-0106.01 "Strengthening the institutional capacity of the Ministry of Public Administration", these newly established reform network has become fully active.

The first concrete results of their activities were:

- a diagnostic analysis of the current stage of the public administration modernisation which proposed to elaborate a Governmental Decision on a programming, monitoring and evaluation instrument from a multi-annual perspective regarding the modernisation actions within the public administration institutions (system introduced not a long time ago also in the EU member states);
- this Governmental Decision which will establish a general framework for developing the multi-annual modernisation programs for central and local public administration institutions has already been drafted.

These multi-annual modernisation programs have the purpose to effectively implement the main reform measures at the central and local public administration level. They will be elaborated in function with each institution's necessities and will comprise three components:

- a modernisation strategy – which will include a minimal number of required chapters (modernisation fields, implementation, monitoring and evaluation procedures);
- a working plan – which will include the specific objectives, results and activities, measurement indicators of the progress, necessary resources, deadlines and responsibilities;
- an annual monitoring report – which will include the accomplishment stage of the foreseen activities, impact evaluation, rescheduling of the denied activities from the previous year and new proposed activities according to the new modernisation necessities.

The elaboration of the multi-annual modernisation programs has to be completed until July 2003 in order to be included the necessary financial resources in special budgetary chapters allocated for these activities which will start in 2004.

Also, a small management team for the project aimed at the developing the new corps of professional managers was created within the newly established CUPAR. In the same time, within each group of the network (ministries and counties) a person was nominated to collaborate with CUPAR for the implementation of the Young Professionals Scheme. Another step made by the Ministry of Public Administration was to confirm the release of selected candidates from central public institutions to participate in the YP scheme. Also, the central public institutions agreed to accept the organization of internships within their departments for the participants in this scheme.

The implementation of the Young Professional Scheme will start at the beginning of 2003 through the Phare Project RO –0106.03 "Creating a Corps of Professional Public Managers within the Civil Service".

The **National Institute of Administration (NIA)** created as an institution specialized in training for civil servants and local elected people, is foreseen to be made operational through Phare project RO-0106.02 "Develop an operational National Institute of Public Administration capable of educating competent civil servants" which will start at the beginning of 2003.

At present, The National Institute of Public Administration is involved in the activities performed within the running twinning project under the component 5 "Elaboration of a training strategy for public servants at the

central and local level" and also, will play an important role in the implementation of the Young Professionals Scheme. All these are realized under a close collaboration with the National Agency of Civil Servants (NACS).

It is necessary to mention that within the complex reform process of the public administration, the reform management and coordination, the establishment of a professional body of public servants and the development of a suitable structure of training in public administration can not be approached as separated activities. They can be undertaken and exist only in a very close interdependence supporting each other.

Activities developed or which to be developed under Phare 2001 related to the reform aspects mentioned above are seen as a **first phase** within this complex process.

Phare support for strengthening the capacity of the CUPAR and of the monitoring group network to elaborate, coordinate, monitor and evaluate the multi-annual modernisation programs and other reform measures, for strengthening the Romania's corps of Professionals Public Managers which was started to be established through the YP Scheme and the development of the National Institute of Administration (NIA), as central body for training of civil servants over next 4 years (2004 – 2006 period) or even more, is needed. Also, this support is necessary to continue the key changes within the reform process of the public administration in Romania, to develop and to assure the sustainability of the results obtained so far.

The conclusion of the 2002 Regular Report on Romania that administrative capacity building will require a comprehensive, structural reform of the public administration and an enhanced capacity of the civil servants from local and central administration to respond to needs imposed by the accession to the EU standards, represent also arguments that a further support will be needed.

The proposed project with its two components represents a **second phase** and is foreseen as a continuation of the Phare 2001 projects.

That is why the Ministry of Public Administration proposes a complex project to strengthen the capacity of CUPAR, to enhance the position of the members of the reform network (ministerial and county groups) and to strengthen the Romania's corps of Professionals Public Managers.

Therefore one of the goals of the Romanian Government and future projects would be the formation of a professional civil service capable of serving the Romanian Government to a standard of effectiveness which permits Romania to function as a member state of the EU.

Also, all these issues are comprised and detailed within the Strategic Framework for Acceleration of the Public Administration Reform, document which will represent the basis for updating (through a twinning light project proposed) of the actual **Strategy concerning the acceleration of the public administration** approved through Government Decision no.1006/2001.

### 3.2. Linked activities:

Phare activities related to this project

Under the 1998 Phare Programme for Romania the European Commission financed until June 2002 a programme on "Support to the Civil Servants National Agency in Designing and Implementing Civil Service Reform"(RO9804.05). The main goal of this programme was to support the introduction of a permanent, competent and politically neutral civil service on the basis of the Civil Servants Law, to assist in the design and implementation of a consistent reform policy in the area of public administration and to support the Department for European Affairs in managing and coordinating the implementation of the objectives set in the European Agreement, the Accession Partnership and the National Program for Accession with a view to adopting and fully transposing the *acquis communautaire*.

The training needs analysis and the feasibility study for a central training institute that are being carried out under Phare project RO-9804.05.01 provide the recommendations for improving the organizational structure, role and functions of a National Institute for Administration (NIA) to be assisted under Phare 2001 program.

The programming exercise for 2001 takes into consideration several projects dealing mainly with central public administration. They reinforce the implementation of the 1999 Civil Service Law (Law 188/99) and support the creation of a stable, competent and non-political civil service with the capacity to perform all the tasks imposed by Romania's accession process and the adoption of the *acquis communautaire*.

In addition, a project with the office of the Romanian Ombudsman aims to improve the accountability of the public administration at national and local level. A further project supports the Ministry of European Integration in the programming and management of the pre-accession instruments and provides a facility for short-term twinning. Further institution building support is also provided to the various bodies concerned with SAPARD implementation.

As a precondition to effectively design and implement public administration reform, and successfully implement the four Phare projects in this area it was agreed that the new structures responsible for public administration reform (i.e. the Ministry of Public Administration through CUPAR, NIA and NACS) must be allocated (i) sufficient numbers of adequately qualified staff (ii) sufficient budgetary resources and (iii) sufficient political authority to supervise and lead (rather than simply to monitor) the reform process.

**PHARE RO-0106.01 Strengthening the institutional capacity of the Ministry of Public Administration** aims to reinforce the capacity of the Ministry of Public Administration in policy making and drafting regulations in the area of public administration through a twinning covering five areas of activity ( started in June 2002):

- Management of Central Public Administration Reform;
- Management of Local Public Administration Reform;
- Development of the General Legal Framework
- Management of the Ministry of Public Administration
- Training Strategy for Central and Local Civil Servants

In terms of the management of the Phare projects, the Ministry of Public Administration established a PIU consisting of eight members, out of which one Senior Program Officer, three Deputy Senior Programme Officers and four members. The Ministry of Public Administration has included on its 2002 and 2003 budgets, the necessary funds to finance the PIU's activities.

In order to ensure consistency with overall policies and legislative development regarding public administration reform, the pre-accession adviser of the twinning will be responsible for maintaining an overview and co-ordination on the functioning of the Professionals Public Managers scheme as well as the other Phare projects related to civil service legislation and development of the National Institute for Administration.

The project will prepare a methodology for a functional review of ministries and institutions depending on central government, steer the functional review process and make the subsequent analysis and recommendations. A desired input to the Professionals Public Managers scheme is the recommendations for future job assignments or specific needs for filling the management positions.

The project will ensure the training of a selected pool of staff at the Ministry of Public Administration and other ministries in preparing organizational analysis in order to create permanent internal capacity. The CUPAR with further role in management of the Professionals Public Managers scheme would also be initially trained under the twinning project.

**PHARE RO-0106.02 Develop an operational National Institute of Public Administration capable of educating competent civil servants**

The objective of the project is to strengthen the National Institute for Administration (NIA) (set up by Ordinance in 2001) in its role as a specialized public body in the field of training and professional development of managers, professional civil servants and elected officials, at central and local government levels, and to connect it to a national network of public administration training centers as well as to international networks of civil service training institutions in Europe.

The activities are seen as a pilot phase, which may lead to more extensive support to the Institute, which could be provided under future years' Phare programmes, including the inputs into the development of the Professionals Public Managers.

Development of training should take account of the needs of serving civil servants in relation to the management of pre-accession instruments and adoption of the *acquis*, and should be closely coordinated with the training provision for the scheme (RO-0106.03) for recruitment of public managers.

The Institute will be the institutional locus for the training components of the Professionals Public Managers project and can be expected to help with the provision of training facilities. The Professional Public Managers project would contribute to building the capacity and skills of the Institute's training staff through direct involvement in curricula design and training delivery.

### **PHARE RO-0106.03 Creating a Corps of Professionals Public Managers within the Civil Service**

Creation of accelerated mechanisms for recruitment and career development is meant to lead to the establishment of a competent, non-political corps of **Professionals Public Managers** within the Romanian civil service, with specific training enabling them to deal with EU accession related matters and the adoption and implementation of the *acquis communautaire*.

Technical assistance is focused on designing and organizing:

- selection of candidates based on merit through transparent competitive procedures and identification of management posts within the relevant Government ministries and public institutions in areas of high priority for the accession process and the implementation of the *acquis*, to which the new recruited professionals will be assigned after the training scheme
- appropriate training scheme preparation and delivery for recruits (including their rotation program)
- professional development internships with EU Member States' Public Administration (for 30 participants in the training scheme)
- scholarship scheme organized through transparent, competitive grant award procedures based on open public competitions for postgraduate studies with EU Universities in areas relevant to EU integration and adoption and implementation of the *acquis*.

It is anticipated that several years will be required to fully develop and implement the Professional Public Managers scheme. Activities to be supported under Phare 2001 are seen as a first phase in a multi-annual period, until a significant cadre of professional civil servants with the necessary expertise and knowledge of the *acquis* has been built up.

The Government of Romania is committed to ensuring that recruitment to the Professional Public Managers scheme takes place in a transparent, non-political manner on the basis of merit, and to offering to those selected permanent salaried positions in the public administration. The Ministry of Public Administration through the National Agency of Civil Servants will establish adequately attractive conditions of service, including appropriate salary levels, under the scheme, and will take steps to ensure that good career development prospects provide incentives to recruits to pursue a long-term career in the civil service in support of Romania's EU accession and membership.

The scheme is expected to have a significant long-term impact in developing sound recruitment and career development policies and procedures for the civil service.

As a condition for the success of this overall initiative Romanian Government plans to establish and mandate a small management team responsible for the management of all aspects of this programme on a multi-annual basis within the Central Unit for public administration reform (CUPAR) The small management team will be allocated with sufficient financial resources and will be staffed by experienced professionals.

Secondary legislation in the context of Law 188/99 relating to recruitment, training, conditions of service and career development, is a necessary condition for the satisfactory implementation of the project RO-0106.03 'Creating a Corps of Professionals Public Managers within the Civil Service', and for effective development of this body of civil servants in the longer term.

Under the Phare 2001 program, each of the public administration reform related projects would provide key inputs to the development of the corps of Professional Public Managers as outlined below:

### **PHARE RO-0106.04 Design and implement mechanisms for the full application of the Civil Servants Statute Law**

The project aims to underpin the development of the Romanian Civil Service system created by the Civil Servants Statute Law no.188/199, in order to improve the professional performance of the public administration, through the elaboration of the legal framework and managerial instruments for career development and professionalization of civil servants.

The project will support three areas of activity:

1. Design and preparations for implementation of a competitive, merit-based system for recruitment and promotion of civil servants.
2. Design of a new salary system for civil servants.
3. Design of mechanisms for civil service human resources planning

Key inputs should thus be provided also to ensure stability and attractiveness for staff recruited under the professional public managers scheme. (adequate salaries to maintain and motivate trained and qualified people, fast career track mechanisms set up through norms and procedures; protection against political parties interferences etc).

The results of this project are critical to the success or otherwise of the Professionals Public Managers project. Previous attempts to train and fast track groups of civil servants have failed because of the lack of incentives –financial and non-financial – to motivate trained civil servants to pursue a career in the civil service.

### **PHARE Twinning Light project - RO 0106.06 - Support to the drafting process of the public administration reform strategy**

The overall objective is to support the Ministry of Public Administration in formulating the PA reform strategy. The specific objective is the redefinition of the strategy of public administration reform. Redefinition means that a clear strategy will be developed including concrete action planning in sequences and an indicative cost estimation of the proposed measures; these elements are not in the current strategy. The improved strategic scheme will be based on the diagnosis set-up by the CUPAR on one hand, on the various analyses undertaken by the current Twinning Project, and on SIGMA assessments.

Other donors

Past British Know How Fund- DFID projects have included:

The Support for Managing Administrative Reform in Transition (SMART) programme ran from 1996 to the end of December 1999. The programme aimed to create a public service, which utilizes personnel and co-ordinates policy making and implementation efficiently. The programme offered support to the establishment of a modern system of Human resource Management and developing HRM skills as well as to the drafting of the Civil Service Law and the Directorate for Relations with the Public. Sustainability of the impact of the programme was marked at the time as being limited.

However, following request from the (then) Department for Central Public Administration, (now part of the Ministry for Public Administration) a new programme entitled "Support to Public Administration reform Project" (SPAR) ran from June 2000 to October 2001. The project aimed to assist the Government of Romania establish an Agency for the Civil Service which is effective in planning and carrying out the implementation of the civil service law, and help ensure that the assistance from various sources is used in the most effective way. SPAR offered support to the development of a strategy for the National Agency for the Civil Service, to pilot testing of HRM procedures and facilitation of donor co-ordination.. The project provided advice to development of a possible Young Professionals scheme and the formation of a National Institute of Public Administration. The prospects of recruiting and developing a corps d'elite, suggested by the technical assistance team has been welcomed and considered an interesting and novel approach to changing managerial culture and subsequent negotiations have been commenced with Phare.

Starting with 2001, a foreign Adviser on Public Administration Reform (PAR) was appointed under an arrangement approved between the EU Commission (DG Enlargement) and the UK Government (Department for International Development), according to which he is funded by the UK Government, but receives other necessary logistical and administrative support from the Romanian Government. His overall goal is to assist the Government of Romania in developing a strategy and plan to modernize the public sector, doing so in a fashion that will support Romania in becoming a fully functioning and fully contributing modern European state.

Other donors supporting the public administration sector include:

- the SIGMA Programme, which is a joint OECD and EU initiative mainly financed by EU, supports the reform of the public administration sector in Candidate Countries. In Romania, it assesses regularly the progress of the reform and provides its support on the following areas: the Civil Service Reform (legal framework and institutional development), the Management of Public Expenditure, the Public Procurement system, the policy-making system and the financial control and audit systems;

- in 2000, a training programme on European affairs and public management was started by ENA and financed by France Government. During the period 2000-2001 the first series of 50 Romanian civil servants were trained and an internship for 6 civil servants was financed under Phare Europe Fund. In 2002, the training for a second series of 52 civil servants started.
- the European Bank for Reconstruction and Development (EBRD) and United States Agency for International Development (USAID), in the local government financial management sector;
- Dutch,<sup>1</sup> Spanish and French bi-lateral assistance, providing training to central and local administrative staff, together with the SOROS Foundation, with local grant management experience.

All of this support has been complementary to the Phare support.

### 3.3. Results:

#### Component 1 - Strengthening the capacity of CUPAR and reform network:

1. Improved capacities of the reform network and CUPAR to coordinate, monitor and assess the implementation of the reform measures specific to their activity fields and also, to enforce the acquis communautaire.
2. Properly defined multi-annual modernisations programs developed by each ministry, prefecture and county council.
3. Large-scale information campaign on the main topics related to the public administration reform.
4. Functional IT network established between CUPAR, ministerial and county groups for monitoring the public administration reform.

#### Component 2 - Developing the Corps of Professionals Public Managers

The subsequent proposed component is designed taking into consideration the foreseen results of the previous programs in order to ensure continuity and sustainability of the results achieved.

1. Central Unit for Public Administration Reform (CUPAR) strengthened to assume a leading role in the development of a stable, apolitical and performant corps of Professional Public Managers contributing to the modernisation of the Romanian public administration and in the development of the accelerated mechanism for selection, training, rotation, internships, scholarships and adequate post placement.
2. Second series of training for 100 selected participants implemented and participants assigned in relevant posts within state administration
3. Internships organized in EU public administrations for 30 selected civil servants who followed the training courses and participants assigned to relevant posts
4. Second series of 100 scholarships for postgraduate studies in EU countries on public administration granted and relevant positions assigned.

### 3.4. Activities

#### 3.4.1. Twinning Component 1 - Strengthening the capacity of CUPAR and reform network:

##### 3.4.1.1. Sub-component 1 – Training the staff of the reform network and CUPAR

- a.) Organizing training for CUPAR members to become trainers in topics that are likely to include the following: communication skills, strategic planning, team-working, change management, HR management, public expenditure management and control, project management, drafting of regulations and policies, and negotiation techniques. This training will support the members of the reform network in the elaboration, implementation, monitoring and evaluation process of the multi-annual modernisation programs and other reform actions;
- b.) Supporting the delivery of training sessions for the staff of the reform network by trained CUPAR members focused on the same subjects as listed under point (a) above (e.g. through the provision of foreign experts.) All training will be provided in close collaboration with the NIA.

##### 3.4.1.2. Sub-component 2 – Regular review of the progress and prioritization/sequencing of actions of the multi-annual modernisation programs for the central public administration

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<sup>1</sup> Since January 2000, the MATRA project has provided Technical Assistance to help strengthen the DEA and its ministerial partners.



- a) Supporting the CUPAR in order to manage the implementation of the multi-annual modernisation programs at the central and local level. This work will be closely coordinated with the activities of the Civil Service Agency.
- b) Developing a proper methodology for the ministerial groups to monitor, evaluate and report (with regard to the necessity to elaborate a synthesis including the conclusions and proposals resulting from the annual monitoring reports) the working plans implementation to be started at the beginning of 2004;

#### **3.4.1.3. Sub-component 3 – Strengthening the role of the reform network in disseminating the information regarding the public administration reform**

- a) Develop the dissemination capacity of CUPAR and reform network and their visibility by strengthening their communication skills and techniques through seminars, workshops and conferences, where topics such as exchange of experiences on best international practices, problems raised in the reform process, identifying and analysing the solutions proposed by the reform staff, will be addressed;
- b) Up-dating of a web page dedicated to public administration reform process linked to the main web page of the Ministry of Public Administration. This page will contain information related to public administration reform, including a virtual forum open for every opinion, presentation of the best practices encountered in the Romanian public administration or different foreign relevant experiences in this area, the results of the reform network, announcing of different events organized on this subject etc.;
- c) Auditing of reform network activities by an external expert, publishing and dissemination of the audit report.

#### **3.4.1.4. Sub-component 4 – Strengthening the IT network between CUPAR, and county monitoring groups**

- a) IT equipment needs analysis for the reform network excepting the ministerial groups;
- b) Initial endowment of the reform network (monitoring groups at local level) and CUPAR with the hardware and software IT equipment (50 PCs, proper software, internet connection and maintenance).

The twinning partner will be selected and the covenant will be developed by the Ministry of Public Administration.

The **Pre-Accession Adviser** should be a senior civil servant or equivalent with strong experience in public administration reform and institutional development. Confirmed communication capabilities and ability to work in a difficult environment are required. He/She should also have ability to manage a team of experts and co-ordinate highly complex and politically sensitive activities and to liaise with EU institutions and other donors. Good working knowledge of English and French is required. He/She will stay in Bucharest, Romania, for a period of 18 months.

The total duration of the twinning component will be 18 months.

The types of experts needed are the following:

- 1 long-term adviser (PAA) on public administration reform, strategy and organisational development;
- 3 short-term advisers acting as coordinators of components 1,2 and 3 with experience in public administration reform, multi-annual programming, public communication and training;
- a pool of short-term experts specialised in needed areas such as IT.

The twinning should also provide advice on the implementation of the multi-annual modernisation programs.

### **3.4.2. Component 2 - Developing the Corps of Professionals Public Managers**

#### **3.4.2.1. Sub-component 1 – Strengthening the role of the Central Unit for Public Administration Reform (CUPAR) in leading the development of a stable, apolitical and performant corps of Professionals Public Managers**

- a) Assisting the Central Unit for Public Administration Reform (CUPAR) to develop and implement a Professionals Public Managers Corps strategy and annual plans;
- b) Assisting the Central Unit for Public Administration Reform (CUPAR) to coordinate the networking , communication and performance evaluation within the corps of the Professionals Public Managers;
- c) Assist the CUPAR in reviewing the accelerated mechanism for selection, placement, training, rotation, internships and fast career development based on previous project recommendations;

- d) Performance evaluation of the accelerated mechanism based on modern working techniques gained by the participants during the previous internships and engaged in their daily activity;
- e) Database on the corps of Professionals Public Managers developed, updated and used on current activities of the CUPAR;
- f) Providing adequate IT equipment for supporting activities of the CUPAR related to the management of the Professional Public Managers Corps and the accelerated mechanism for selection, training, rotation, internship, scholarships and adequate post placement;
- g) Organize study tours for the team of CUPAR managing the Professionals Public Managers Corps in a series of EU countries. The object of these study tours will be to allow CUPAR members to inspect the students in internship and up grade the CUPAR members' capacity in managing the YP scheme.

#### **3.4.2.2. Sub-component 2 – Selection of the candidates and training delivery for the young professionals, including the organisation of the rotation**

- a) Organization of the selection of the second cohort of 100 trainees (in the previous project 50 trainees were foreseen);
- b) Updating the training curricula and the training materials based on the assessment of the previous project and new possible needs identified;
- c) Concluding arrangements for the appropriate placements within the public administration of the participants in the accelerated training and rotation scheme;
- d) Organizing and delivering the training to the selected candidates by NIA trainers formally trained by the previous project (RO-0106.03);
- e) Organization of the final evaluation of the participants in the scheme;
- f) Organizing the rotation of trained candidates among different ministries and institutions in central state administration;
- g) Drafting the recommendations for further improvement of the training scheme.

#### **3.4.2.3. Sub-component 3 – Organising and Financing Internships in EU Member States Public Administrations**

- a) Selecting the first 30 participants for the internships (among trained and rotated participants in the component 2) taking into account the characteristics of the internships defined within the previous project addressed to the first series of trainees;
- b) Performing the administrative work linked to the organization of the internships in similar public administrations in EU member states;
- c) Assistance to the participants throughout the internships, including in selection of appropriate reading materials.

#### **3.4.2.4. Sub-component 4 – Scholarship Scheme for Postgraduate Studies**

- a) Identify relevant postgraduate programs and institutions in EU countries, with special focus in EU integration related matters. The maximum duration of the courses should be one academic year;
- b) Organization of a dissemination campaign for announcing the scheme;
- c) Selection of 100 participants based on merit and open competition and subject to the condition of working after completion of the postgraduate studies in the Romanian public administration; the selection criteria used will be those defined within the previous project addressed to the first series of trainees;
- d) Performing the administrative work linked to the organization of the scholarships, including the financial support and monitoring the selected candidates;
- e) Concluding arrangements in a close collaboration with NACS for the appropriate placements within the public administration of the scholarship beneficiaries.

The project will be implemented through a twinning contract – component 1 amounting 0.80 MEURO and one classical technical assistance contract – component 2 amounting 3.58 MEURO.

#### **Twinning Component 1 – MEURO 0.80**

Sub-component 1 – MEURO 0.30

Sub-component 2 – MEURO 0.20

Sub-component 3 – MEURO 0.15

Sub-component 4 – MEURO 0.15

#### **Component 2 – MEURO 3.58**

Sub-component 1 – MEURO 0.28

Sub-component 2 – MEURO 0.60  
 Sub-component 3 – MEURO 0.50  
 Sub-component 4 – MEURO 2.20

### 3.4. Lessons learned:

The last Phare project RO9707, which was implemented by the Ministry of Public Administration, raised the following issues that were taken into consideration when this project fiche has been elaborated: if the Project is too complex due to the large number of Components and the apparent lack of regard for inter-dependencies between tasks – the project is difficult to be implemented through only one contract. The same reason lead to the lack of clear leadership on the project. That it is why for Phare 2003 Programming we propose for this global project fiche to established separate contracts for each component.

## 4. Institutional Framework

The Governmental Decision no. 8/4.01.2001 provides the establishment and functioning of the Ministry of Public Administration. The Ministry of Public Administration, as a synthesis ministry, assures that the Governance Strategy and Program in the domain of the local public administration is applied and monitors, on behalf of the Government, the preparation and application of public administration reform programmes by ministries and other central authorities.

In September 2001, the Romanian Government responded by adopting a "General Strategy Regarding the Acceleration of Public Administration Reform".

Also, a Strategic Framework for Acceleration of the Public Administration Reform was elaborated in 2002, document which will represent the basis for updating (through a twinning light project proposed) of the actual **Strategy concerning the acceleration of the public administration** approved through Government Decision no.1006/2001.

A Council for monitoring public administration reform has been set up in 2001, chaired by the Prime Minister. A Central Unit for Public Administration Reform (CUPAR) was established in May 2002 within the Ministry of Public Administration with assistance provided by the twining project RO 0106.01. CUPAR is expected to assume a leading role for further development of the Professionals Public Managers Corps and also, to monitor together with ministerial and county monitoring groups the reform process in public administration. Therefore it will require further technical assistance support to efficiently perform its functions.

The legal framework for setting up the National Institute for Administration was created by adopting the Ordinance no.81/2001. This is envisaged to be an institution specialized in civil servants and local elected people training. It coordinates the regional training centers network and it will be linked to the international training institutes for civil servants training in Europe. The functioning of the National Institute for Administration was regulated by the G.O. no.710/ 3.07.2002. By the Prime Minister's Decision no.118/22.07.2002 the management of the institute was appointed.

The Institute will be the institutional locus for the training components of young professionals scheme and also for civil servants form central public administration. The young professional component will seek to involve the Institute's staff closely with the training provision under component 2 with a view to building the capacity and skills of the Institute's training staff.

The body responsible for administrative reform is the Ministry of Public Administration through CUPAR, NIA and NACS - but their own operational capacity is limited as is their political influence on other ministries. If a reform programme is to succeed then it is essential that these institutional arrangements should be considerably reinforced.

## 5. Detailed Budget

	Phare Support (MEuro)					
	Investment Support	Institution Building	Total Phare (=I+IB)	National Cofinancing	IFI	TOTAL
Twinning	0.10	0.70	0.80	0.03		0.83

Component 1						
Techn. Assist. Contract	0.08	3.50	3.58	0.03		3.61
Component 2						
<b>TOTAL</b>	<b>0.18</b>	<b>4.20</b>	<b>4.38</b>	<b>0.06</b>		<b>4.44</b>

## 6. Implementation Arrangements

### 6.1. Implementing Agency

#### Twinning component - 1

The Ministry of Public Administration will be the beneficiary institution. It will nominate a project lider for the twinning component, who will be responsible for the activities mentioned under the 3.4.1 paragraph. He/she will have full authority over the human and material resources mobilised by the Ministry of Public Administration for the twinning component.

The Romanian partner will provide:

- adequate human resources to implement the twinning project together with the twinning partner.
- all the facilities which are necessary for the smooth implementation of the twinning (office, computer, printer, phone, access to internet)
- funds to cover any travel costs of the Romanian authorities in the context of training seminars, if any.

The Central Finance and Contracts Unit (CFCU) will be responsible for accounting, payments and financial reporting for the twinning contract.

Contact details for the:

Ministry of Public Administration,  
Department for European Integration  
Attn Marius Profiroiu, State Secretary  
Piata Victoriei no. 1  
Bucharest, Romania

Tel: (4021) 222.83.35  
Fax: (4021) 260.00.78

#### Technical assistance component - 2

The Ministry of Public Administration through the Department for European Integration is the Implementing Authority (IA) for the two components of the project. The person appointed as Senior Programme Officer (SPO) who will also chair the Steering Committee will represent it. Within the Steering Committee, the presidents of NACS and NIA will be also included for consulting when component 2 is under discussion. The SPO is in charge with the technical implementation of the Project in accordance with Phare rules, regulations and procedures. A Programme Implementation Unit (PIU) will be established to assist the PO in the technical implementation of those relevant sections of the programme in accordance with Phare rules, regulations and procedures. The Programme Implementation Unit will provide technical support and expertise for the implementation of the Programme.

The Central Finance and Contracts Unit (CFCU) will be responsible for the tendering, contracting, administration, accounting, payments and financial reporting, acting as Implementing Agency.

Contact details for the IA:

Ministry of Public Administration,  
Department for European Integration  
Attn Marius Profiroiu, State Secretary  
Piata Victoriei no. 1  
Bucharest, Romania

Tel: (4021) 222.83.35  
Fax: (4021) 260.00.78

**Contracting Party:**

Central Finance and Contracts Unit (CFCU)  
Attn Jeana Buzduga  
Director, CFCU  
Ministry of Finance  
36/38 Mendeleev Street  
Sector 1, Bucharest, Romania

Tel: (401).310.3772, 313.6628, 313.6630

Fax: (401).315.3536, 3124208

## **6.2. Non-standard aspects**

The provisions content in DIS Manual and Practical Guide for Phare, ISPA and Sapard programmes will strictly be followed for the technical assistance components.

### **6.3. Contracts**

The project will be implemented through a twinning contract – component 1 amounting 0.8 MEURO and one classical technical assistance contract – component 2 amounting 3.61 MEURO.

The twinning component will represent a continuation of the running twinning project RO-0106.01 “Strengthening the institutional capacity of the Ministry of Public Administration”.

Related to the component 2 of the present project, it is necessary to be mentioned that in TORs, corresponding to the Phare 2001 project (RO-0106.03 – “Creating a Corps of Professional Public Managers within the Civil Service”) is specified the following: subject to progress with the Phare 2001 project and to approval by the European Commission of the Phare 2003 funds for further financing of the YP scheme, the Contract could be prolonged for a further period of 12 months at the same unit rates as those included in the tenderers initial offers.

## **7. Implementation Schedule**

### **7.1 Start of Tendering/Call for Proposals**

Under the assumption that the Financial Memorandum is signed until October 2003, the TORs for the contracts will be ready by December 2003.

### **7.2 Start of project activity**

The actual implementation of the project (all 2 components) is expected to start in November 2004 when the Phare project RO-0106.02 and Phare project RO-0106.03 will be completed,.

### **7.3 Project Completion**

The completion for this project is foreseen:

Component 1 - for April 2006

Component 2 – for November 2005

## **8. Equal Opportunity**

The selection of the participants will be made on non-discriminatory criteria.

## **9. Environment**

N/A

## **10. Rates of return**

N/A

## **11. Investment criteria**

N/A

## **12. Conditionality and sequencing**

CUPAR and the monitoring group network would achieve its duties and functions (as mentioned in this project under the component 1 and 2) having in view the results of the Phare Twinning Project RO-0106.01 and if fully support from the part of the Ministry of Public Administration and other central public administration institutions involved will prove.

Component 2 of this project (Professional Public Managers Scheme) is a direct continuation of current Phare support (Phare Project RO-0106.03). The launching of this component will be conditional upon a positive review of the execution of previous activities. The review will be carried by an independent, external body.

As a condition for the success of this overall initiative it will be necessary for the Romanian government to establish and mandate a body specifically responsible for the management of all aspects of this programme on a multi-annual basis. Such a body should be allocated sufficient financial resources. One issue to be explicitly addressed by the review will therefore be the most appropriate institutional location for the long-term management of the Professional Public Managers scheme.

### **ANNEXES TO PROJECT FICHE**

Logical framework matrix in standard format

Detailed implementation chart

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

## Annex 1

## Phare logframe matrix

LOGFRAME PLANNING MATRIX FOR PROJECT			
<b>Support for the public administration reform process in Romania</b>		Contracting period expires	Disbursement period expires
<b>Component 1:</b> Strengthening the capacity of CUPAR and reform network		30 November 2005	30 November 2006
		Total budget: €0.83 MEURO	Phare budget: €0.8 MEURO
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
Wider reform of the Romanian public administration to respond efficiently and effectively to Romania's economic and social needs and to the requirements of the EU accession process.	Application of modern principles in the reform management process, in recruitment, selection, training and career development of the Romania's civil servants	<ul style="list-style-type: none"> <li>• Official Government reports</li> <li>• International Institutions reports, especially European Commission reports</li> <li>• National and local mass media</li> <li>• Population surveys</li> </ul>	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Central Unit for Public Administration Reform (CUPAR) has the capacity to put into practice the decisions of the Inter-ministerial Council for Public Administration Reform, to monitor and animate the reform together with the reform network (the ministerial and county groups)	- Improved capacity and sufficient skills and knowledges for CUPAR and reform network	<ul style="list-style-type: none"> <li>• Government documents</li> <li>• European Commission reports</li> <li>• Project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• The necessary legislative provisions, administrative arrangements and adequate financial resources are provided to ensure the reform process continuation.</li> <li>• Sufficient human and financial resources are allocated to the CUPAR and reform network to allow their further development.</li> <li>• Increased involvement, support and commitment of all ministries and other central authorities for activities related to the reform process</li> </ul>

Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
1. Improved capacities of the reform network and CUPAR to coordinate, monitor and asses the implementation of the reform measures specific to their activity fields and also, to enforce the acquis communautaire	<p>Established training needs in the main topics needed</p> <ul style="list-style-type: none"> <li>- established curricula taking into account the identified training needs</li> <li>- training sessions for the reform network staff</li> </ul>	<ul style="list-style-type: none"> <li>• Internal reports of the Ministry of Public Administration</li> <li>• Project reports</li> <li>• CUPAR strategy and annual action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient human and financial resources are allocated to the reform network and CUPAR to allow their further development</li> <li>• Support from the part of NIA and its regional training centers for organizing and delivering of training courses.</li> <li>• Support and involvement of local and central public administration institutions in this training program</li> </ul>
2. Properly defined multi-annual modernisation programs developed by each ministry, prefecture and county council	<ul style="list-style-type: none"> <li>• Established priorities from the reform strategy approved by IMCAR</li> <li>• Priorities included in the multi-annual modernisation programs</li> <li>• Fesability of the multi-annual modernisation programs developed in the central public administration institutions</li> <li>• Monitoring and evaluation methodology developed for implementation of the multi-annual modernisation programs</li> <li>• training sessions for CUPAR staff</li> </ul>	<ul style="list-style-type: none"> <li>• Government documents</li> <li>• European Commission reports</li> <li>• project reports</li> <li>• CUPAR strategy and annual action plans</li> </ul>	<ul style="list-style-type: none"> <li>• updated reform strategy undertaken by twinning light project</li> <li>• general framework for elaboration of multi-annual modernisation programs introduced by a Government Decision</li> <li>• full involvement and commitment of ministries concerning the elaboration and implementation of multi-annual modernisation programs according to their needs</li> </ul>
3. Large information on the main topics related to the public administration reform	<ul style="list-style-type: none"> <li>• Seminars, workshops and conferences organized on topics related to the public administration reform</li> <li>• Up dated Web site dedicated to public administration reform process</li> </ul>	<ul style="list-style-type: none"> <li>• project reports</li> <li>• CUPAR strategy and annual action plans</li> <li>• Internal reports of the Ministry of Public Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Full support from the part of central public administration institutions in dissemination campaign on the reform results</li> <li>• Technical support allowed by MPA to up date the web</li> </ul>



	<ul style="list-style-type: none"> <li>Published annual report with progresses registered by reform network</li> </ul>		site
4. Functional IT network established between CUPAR, ministerial and county groups for monitoring the public administration reform	<ul style="list-style-type: none"> <li>Identified hardware and software IT equipment needs for CUPAR and reform network</li> <li>Endowment with IT equipment of CUPAR and reform network for a proper communication</li> <li>IT training courses for the network staff</li> </ul>	<ul style="list-style-type: none"> <li>project reports</li> <li>CUPAR strategy and annual action plans</li> <li>Internal reports of the Ministry of Public Administration</li> </ul>	
<b>Activities</b>	<b>Means</b>		<b>Assumptions</b>
<b>3.4.1.1. Sub-component 1 – Training the staff of the reform network and CUPAR</b>  a) Organizing the training for CUPAR members as trainers b) Delivering the training sessions for the staff of the reform network.	Twinning covenant (one PAA, 3 advisers acting as coordinators of components 1,2 and 3 and a pool of short-term expert specialised in needed areas such as IT).		<ul style="list-style-type: none"> <li>Effective co-operation with other central and local public administration institutions</li> </ul>
<b>3.4.1.2. Sub-component 2 - Regular review of the progress and prioritization/sequencing of actions of the multi-annual modernisation programs for the central and local public administration</b>  a) Supporting the CUPAR in order to manage the implementation of the multi-annual modernisation programs at the central and local level;			

b) Developing a proper methodology for the ministerial groups to monitor, evaluate the working plans implementation			
<b>3.4.1.3. Sub-component 3 – Strengthening the role of the reform network in disseminating the information regarding the public administration reform</b> a) Develop the dissemination capacity of CUPAR and reform network b) Up dating of the web page dedicated to public administration reform process c) Auditing of reform network activities by an external expert, publishing and dissemination of the audit report.			
<b>3.4.1.4. Sub-component 4 – Strengthening the IT network between CUPAR, and county monitoring groups</b> a) IT equipment needs analysis for the reform network excepting the ministerial groups; b) Endowment the reform network (monitoring groups at local level) and CUPAR with the hardware and software IT equipment (50 PCs, proper software, internet connection and maintenance).			
			<b>Preconditions</b> The results of the Phare project RO-0106.01 will be achieved

LOGFRAME PLANNING MATRIX FOR PROJECT			
<b>Support for the public administration reform process in Romania</b>		Contracting period expires	Disbursement period expires
<b>Component 2: Developing the Corps of Professionals Public Managers</b>		30 November 2005	31 November 2006
		Total budget: €3.61 MEURO	Phare budget: €3.58 MEURO
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
Wider reform of the Romanian public administration to respond efficiently and effectively to Romania's economic and social needs and to the requirements of the EU accession process.	Application of modern principles in the reform management process, in recruitment, selection, training and career development of the Romania's civil servants	<ul style="list-style-type: none"> <li>• Official Government reports</li> <li>• International Institutions reports, especially European Commission reports</li> <li>• National and local mass media</li> <li>• Population surveys</li> </ul>	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Romania's corps of Professionals Public Managers to have sufficient skills and knowledge for leading a management culture change and for providing expertise to problems arising in the main areas related to the acquis communautaire implementation and other requirements of the EU accession process.	<ul style="list-style-type: none"> <li>• additional 100 professionals managers trained through accelerated scheme of training, rotations (out of which 30 placed in EU public administration internships)</li> <li>• additional 100 young graduates completing postgraduate studies in EU countries</li> </ul> <p>- Smooth and rapid placement of the new entrants within the public service on appropriate posts</p> <p>- Feasibility of the accelerated mechanism for recruitment, training and career development of the Professionals Public Managers</p>	<ul style="list-style-type: none"> <li>• Government documents</li> <li>• European Commission reports</li> <li>• Project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• The necessary legislative provisions, administrative arrangements and adequate financial resources are provided to ensure transparent recruitment, stability and further development of a corps of professionals public managers.</li> <li>• Sufficient human and financial resources are allocated to the CUPAR to allow its further development.</li> <li>• There is a continuous cooperation amongst the key stakeholders (e.g. General-Secretaries and Human Resource Directors in Ministries) and support provided to the implementation of the project</li> <li>• The National Institute for Administration is operational and has the capacity to provide facilities and other inputs to support the training</li> </ul>

	- A corps of Professionals Public Managers recognized, coordinated by the Government with active role in the public administration modernisation		activities planned under the scheme.
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Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
1. Central Unit for Public Administration Reform (CUPAR) strengthened to assume a leading role in the development of a stable, apolitical and performant corps of Professionals Public Managers	<ul style="list-style-type: none"> <li>Professionals Public Managers Corps strategy and annual plans developed and implemented</li> <li>Progress monitored</li> <li>Active networking and communication and evaluation mechanisms established and implemented</li> <li>Components of accelerated mechanism for selection, placement, training, rotation, internships and fast career development improved and introduced in the regular procedures</li> <li>Performance evaluation of the accelerated mechanism modern working techniques gained by the participants during the previous internships and engaged in their daily activity</li> <li>Database on the corps of Professionals Public Managers developed, updated and used on current activities of the CUPAR</li> </ul>	<ul style="list-style-type: none"> <li>Government and MPA internal reports</li> <li>Project reports</li> <li>CUPAR strategy and annual action plans</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient human and financial resources are allocated to the Cadre Management Unit to allow its further development</li> <li>The necessary legislative provisions, administrative arrangements and adequate financial resources are provided to ensure transparent recruitment, stability and further development of a corps of professional public managers.</li> <li>There is a continuous cooperation amongst the key stakeholders (e.g. General-Secretaries ,Human Resource Directors in Ministries, NAI etc) and support provided to the implementation of the project</li> </ul>
2. Second series of training for 100 selected participants implemented and participants assigned in relevant posts within state administration	<ul style="list-style-type: none"> <li>entrance examination organized for the second series of trainees by end of December 2003</li> <li>100 civil servants selected,</li> </ul>	<ul style="list-style-type: none"> <li>participants database (registering information, selection results, participation in the training</li> </ul>	<ul style="list-style-type: none"> <li>Training curricula and materials developed for participants in the YP scheme (previous project)</li> </ul>

	<ul style="list-style-type: none"> <li>trained and placed on relevant positions</li> <li>relevant positions identified and agreement concluded for participants placement on a fast career track</li> <li>rotation period organized in ministries</li> </ul>	<ul style="list-style-type: none"> <li>courses and placements)</li> <li>project reports</li> </ul>	<ul style="list-style-type: none"> <li>Annual plans based on "Training strategy for central and local civil servants" implemented and successfully monitored and evaluated on annual basis</li> <li>Success and lessons learned from the first phase</li> <li>appropriate positions in the public administration are offered after graduation to the trainees.</li> </ul>
3. Internships organised in EU public administrations for 30 selected civil servants who followed the training courses and participants assigned to relevant posts	<ul style="list-style-type: none"> <li>30 young civil servants selected from the training scheme participating to three months internships in public administrations in EU member states and placed on relevant posts</li> </ul>	<ul style="list-style-type: none"> <li>advertisement in newspapers, broadcast</li> <li>project reports</li> </ul>	<ul style="list-style-type: none"> <li>Success and lessons learned from the first phase</li> <li>appropriate positions in the public administration are offered after graduation to the trainees.</li> </ul>
4. Second series of 100 scholarships for postgraduate studies in EU countries on public administration granted and relevant positions assigned.	<ul style="list-style-type: none"> <li>100 selected candidates completing postgraduates studies in EU countries and joining the civil service</li> </ul>	<ul style="list-style-type: none"> <li>project reports</li> </ul>	<ul style="list-style-type: none"> <li>Proper and transparent recruitment scheme successfully developed and implemented (previous project)</li> <li>Success and lessons learned from the first phase</li> <li>Relevant positions offered after the graduation to the trainees</li> </ul>
<b>Activities</b>	<b>Means</b>		<b>Assumptions</b>
3.4.2.1. Sub-component 1 – Strengthening the role of the Central Unit for Public Administration Reform (CUPAR) in leading the development of a stable, apolitical and performant corps of Professionals Public Managers	<ul style="list-style-type: none"> <li>Technical assistance contract</li> </ul>		<ul style="list-style-type: none"> <li>Effective co-operation with other central and local public administration institutions</li> </ul>

<ul style="list-style-type: none"> <li>a) Assisting the Central Unit for Public Administration Reform (CUPAR) to develop and implement a Professionals Public Managers Corps strategy and annual plans;</li> <li>b) Assisting the Central Unit for Public Administration Reform (CUPAR) to coordinate the networking , communication and performance evaluation within the corps of the Professionals Public Managers;</li> <li>c) Assist the CUPAR in reviewing the accelerated mechanism for selection, placement, training, rotation, internships and fast career development based on previous project recommendations;</li> <li>d) Performance evaluation of the accelerated mechanism based on modern working techniques gained by the participants during the previous internships and engaged in their daily activity;</li> <li>e) Database on the corps of Professionals Public Managers developed, updated and used on current activities of the CUPAR;</li> <li>f) Providing adequate IT equipment for supporting activities of the CUPAR related to the management of the Professionals Public Managers Corps and the accelerated mechanism for selection, training, rotation, internships, scholarships and adequate post placement;</li> <li>g) Organize study tours for the team of CUPAR managing the Professionals Public Managers Corps in a series of EU countries. The object of these study tours will be to allow CUPAR members to inspect the students in internship and up grade the CUPAR members' capacity in managing the YP scheme.</li> </ul>			
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<p><b>3.4.2.2. Sub-component 2 – Selection of the candidates and training delivery for the young professionals, including the organisation of the rotation</b></p> <ul style="list-style-type: none"> <li>a) Organization of the selection of the second cohort of 100 trainees (in the previous project 50 trainees were foreseen);</li> <li>a) Updating the training curricula and the training materials based on the assessment of the previous project and new possible needs identified;</li> <li>b) Concluding arrangements for the appropriate placements within the public administration of the participants in the accelerated training and rotation scheme;</li> <li>c) Organizing and delivering the training to the selected candidates by NIA trainers formally trained by the previous project (RO-0106.03);</li> <li>d) Organization of the final evaluation of the participants in the scheme;</li> <li>e) Organizing the rotation of trained candidates among different ministries and institutions in central state administration;</li> <li>f) Drafting the recommendations for further improvement of the training scheme.</li> </ul>			
<p><b>3.4.2.3. Sub-component 3 – Organising and Financing Internships in EU Member States Public Administrations</b></p> <ul style="list-style-type: none"> <li>a) Selecting the first 30 participants for the internships (among trained and rotated participants in the component 2) taking into account the characteristics of the internships defined within the previous project addressed to the first series of trainees;</li> <li>b) Performing the administrative work linked to the organization of the internships in similar public administrations in EU member states;</li> <li>c) Assistance to the participants throughout the</li> </ul>			

internships, including in selection of appropriate reading materials.			
<b>3.4.2.4. Sub-component 4 – Scholarship Scheme for Postgraduate Studies</b>  a) Identify relevant postgraduate programs and institutions in EU countries, with special focus in EU integration related matters. The maximum duration of the courses should be one academic year; b) Organization of a dissemination campaign for announcing the scheme; c) Selection of 100 participants based on merit and open competition and subject to the condition of working after completion of the postgraduate studies in the Romanian public administration; the selection criteria used will be those defined within the previous project addressed to the first series of trainees; d) Performing the administrative work linked to the organization of the scholarships, including the financial support and monitoring the selected candidates; e) Concluding arrangements in a close collaboration with NACS for the appropriate placements within the public administration of the scholarship beneficiaries.			
			<b>Preconditions</b>  A positive review of the execution of RO-0106.03 The review will be carried by an independent, external body.



**Annex 2 : Detailed implementation chart for project “Support for the public administration reform process in Romania”**

	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	
Component 1																																											
Sub-component 1					D	D	D	D	D	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									
Sub-component 2					D	D	D	D	D	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								
Sub-component 3					D	D	D	D	D	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									
Sub-component 4					D	D	D	D	D	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									
Component 2																																											
Sub-component 1					D	D	D	D	D	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I												
Sub-component 2					D	D	D	D	D	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I												
Sub-component 3					D	D	D	D	D	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I												
Sub-component 4					D	D	D	D	D	C	C	C	C	C	C	C	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 project “Support for the public administration reform process in Romania”**

**CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE (MEURO 4.38)**

**DATE:**

	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
<b>Component 1</b>												
<b>CONTRACTED</b>				0.8	0.8	0.8	0.8	0.8	0.8	0.8		
<b>DISBURSEMENT</b>				0.10	0.20	0.30	0.40	0.50	0.70	0.80		
<b>Component 2</b>												
<b>CONTRACTED</b>				3.61	3.61	3.61	3.61	3.61				
<b>DISBURSEMENT</b>				1.00	1.50	2.70	3.40	3.61				

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.