

Standard Summary Project Fiche

1. Basic Information

- 1.1 Désirée Number:** RO-2002/000-586.03.01
- 1.2 Title:** Strengthening the Romanian administrative capacity to manage, monitor and assess EU financed programmes
- 1.3 Sector:** Administration
- 1.4 Twinning Component:** Twinning Light
- 1.5 Location:** Bucharest, Romania

2. Objectives

2.1 Overall Objective

The overall objective of this project is to support and accelerate Romania's preparation for accession into the European Union through the improved preparation and management of programmes financed by the EU pre-accession financial instruments, and following the priorities listed in the latest Accession Partnership (AP) document, the National Programme for the Adoption of the Acquis (NPAA), the Working Document and the EC Annual Report on Romania or emerging in the course of accession negotiations.

2.2 Project Purposes

- Strengthen the implementing agencies and implementing authorities capacity to prepare adequate programmes and projects in the context of Romania's preparations for accession into the European Union, with a view of financial support under both future EU support programmes (Phare, ISPA, Sapard) and/or support through International Financing Institutions (IFI).
- Provide key players within Romanian institutions involved in preparation, implementation and monitoring of accession related EU programmes with basic skills and knowledge to increase the qualitative output and effective operation of the institutions they are attached to.
- Improve the intra- and inter-institutional communication mechanism within the Romanian administration in general and Implementing Agencies and Authorities in particular through the establishment of an administrative-wide Management Information System (MIS) to be used as the major support tool in monitoring,

management, auditing, evaluating and assessing the impact of pre-accession instruments.

- Continuing support to the operation of the European Institute of Romania (EIR) as a management/delivery/resource centre for measures supporting the preparation for accession.
- Address specific and self-contained “acquis” related institution building needs identified in the latest AP, NPAA, Working Document and EC Annual Report 2001, or emerging in the course of accession negotiations.

Institution building requirements and administrative capacity strengthening will make use of the following instruments to stimulate the accession process: technical assistance, twinning, training, information-communication technology, research studies and project preparation facility (PPF).

2.3 Accession Partnership and NPAA Priority

This project proposal is linked to the priority areas for Romania’s membership preparation, as underlined in the revised Accession Partnership (AP) document (November 2001) and the amended National Programme for the Adoption of the Acquis (NPAA) document (June 2001). Both documents recognise the importance to improve the administrative capacity including programming in different subject areas.

Strengthening adequate programming will be focused on those areas that have been identified as priority areas in both the Accession Partnership (AP) and the National Programme for the Adoption of the Acquis (NPAA).

Accession Partnership

In chapter 4 of the AP under sub-heading political criteria, reference is made to the following medium-term priority areas to be underlined:

- Adoption and implementation of a comprehensive public administration reform package.
- Enhancing policy formulation through improving policy co-ordination and consultation procedures between ministries.
- Provide adequate resources to the local government levels to allow resources to match responsibilities.

National Programme for the Adoption of the “Acquis” (NPAA)

In section 5 of the amended NPAA (June 2001 version) it is stated that the Government Programme (OJ No 700/2000) deals with accelerating the central and local public administration reform, following comments made by the Commission in the 2000 Annual Report. The Programme especially has in view the gradual strengthening of Romania’s administrative capacity to fulfil the EU pre-accession criteria.

Strengthening the public administration's capacity to design and implement the social and economic reform measures is closely dependent on the formation of a body of public servants that is compatible with similar structures existing in Member States.

An indication of the seriousness about the administrative reform by the Romanian Government was the establishment of a separate Ministry for Public Administration (MoPA) under the current Government. The MoPA, as a synthesis ministry, ensures the implementation of the Government's strategy and programme regarding the local public administration and monitors, on behalf of the Government, the elaboration and the implementation of reform programmes by ministries and the other central public administration authorities.

2.4 Contribution to National Development Plan

Not applicable

2.5 Cross Border Impact

Not applicable

3. Description

3.1 Background and Justification:

Institutional Responsibility

The Ministry of European Integration (MEI) is at central level responsible for the overall co-ordination of the EU accession process. In this position, MEI operates as interlocutor between the different line Ministries and Governmental Organisations and the Commission. MEI, on behalf of the Government of Romania, bears the final responsibility for the qualitative level of the various documentation and proposals submitted on an annual basis to the Commission. MEI is continuously looking for instruments and mechanisms to improve the qualitative output of documents related to the accession process.

MEI promotes and pursues both the approximation of the national legislation and its degree of compliance with Community regulations, and the coordination of the economic transformations and of institutional building in the preparation of accession, in accordance with the programming instruments requested by the European Commission.

In comparison to previous integration structures (the Department for European Integration within the Government and, subsequently, the Department for European Affairs within the Ministry of Foreign Affairs), new departments have been established within the Ministry of European Integration, which ensure a close connection to political, economic, social, administrative and other "Acquis" oriented sectors, with respect to meeting the accession criteria, as well as the process of approximation of Romanian legislation with EU regulations, through specialized judicial directorates.

The main responsibilities of MEI can be summarised as:

- Act as national policy co-ordinator regarding European integration, reflected in monitoring discussions with the inter-ministerial working group for European Integration;
- Identify actions to adopt the “Acquis Communautaire”;
- Co-ordinate the national pre-accession strategy;
- Administer the negotiations for accession in joint co-operation with the line Ministries who have their own sector-specific mandates;
- Co-ordinate the preparation of the national strategy for the implementation of the Commission’s White Paper in joint collaboration with the line Ministries;
- Prepare the annual update of the NPAA document;
- Provide relevant material for the Government public information campaign;
- Act as national co-ordinator of the grant assistance received by the Government of Romania from the governments of the EU member states;
- Programme, monitor and assess foreign bilateral and multilateral grant assistance.

The Ministry of European Integration has identified for the Phare 2002 programme a number of subject areas that ideally should be taken into consideration in strengthening the administrative capacity in Romania:

- Continuation of TA through the Project Preparation Facility (PPF) instrument to provide support and hands-on assistance to line Ministries and other Governmental institutions will continue under Phare 2002. The PPF will also be used to assist Ministries and Governmental institutions in the preparation of policy documents and strategic papers that will form the basis for future programming support.
- Similar to what was done under Phare 2001, under this fiche, an separate allocation will be made for ad-hoc twinning light support assistance to be provided to Ministries and Governmental institutions upon their request.
- Support will be focused on organising basic and follow-up training sessions on document preparation (writing ToR), project monitoring and assessment and project cycle management for administrative staff.
- The European Institute of Romania (EIR) will, following the memorandum of understanding of 1997, be subject of support for the final year amounting to 33% of its annual budget.
- As a continuation of previous years support, part of the budget allocation will be used to send a selected number of Romanian civil servants to the College of Europe in Belgium to participate in relevant courses related to the European integration process.
- Finally, MEI has started an initiative to introduce on a multi-annual basis an administrative wide single Management Information System in Romania. In the period 2002-2004, financial allocations are foreseen to develop a system that is capable of supporting all Actors involved in managing, monitoring, auditing and assessing international financed programmes both from a technical and financial point of view. All institutions benefiting from international support programmes (both bilateral and multilateral) should in the end become linked to the system

which should be developed along the lines of similar systems currently in operation in member states that monitor structural funds.

Project Preparation Facility (PPF)

Line Ministries and other Government Institutions involved in the Phare programming process are facing problems with the adequate composition of documentation related to the preparation, implementation and monitoring of Phare programmes. Under Phare 2000, for the first time, a Project Preparation Facility (PPF) was introduced to provide direct short-term technical assistance to institutions involved in Phare programming. Under Phare 2001, PPF support continued. Within the Phare 2002 programming cycle, a new allocation for PPF support will be included.

Along the lines of the assistance already provided under Phare, the PPF provides technical assistance for the preparation of feasibility studies, detailed designs of investment projects, design of training programmes and aid schemes, environmental impact assessments, preparation of institution-building projects, and preparation of technical specifications, procurement plans and tender dossiers.

PPF may also be used for preliminary work to explore the scope for possible future financing in priority areas, even when the scope of a possible future project has not yet been clearly defined.

When eligible Romanian institutions submit initial proposals for Phare support under Phare 2002 (and later years' programmes), they will be assessed according to their conformity with the Accession Partnership (AP) and NPAA priorities, and also with respect to their degree of maturity. Project proposals which are considered to be in conformity with the AP and NPAA, but which are not fully mature as regards their readiness for implementation will be eligible for support under this facility. Decisions on eligibility for support under the PPF will be taken by common accord between the Commission Services and the Romanian National Aid Co-ordinator.

PPF may also be used for preparation of projects expected to be financed by international financial institutions other funding sources, where it can be shown that project objectives are consistent with the AP and NPAA priorities.

Twinning Light

The experience in implementing classic long-term twinning programmes has resulted in the identification of a need for short- to medium-term twinning assignments with a duration of up to six months. The main objective of this so-called "twinning light" mechanism is to provide rapid and flexible assistance focused on specific limited priority areas related to the accession process and directly linked to the acquis communautaire. Line Ministries and Governmental institutions that prepared under Phare 2002 separate project fiches may include already in their documents allocations for a "twinning light" support input. Under the present project fiche, an additional allocation for "twinning light" is included covering ad-hoc assistance required by institutions that were not able to anticipate at earlier stages on the twinning light mechanism due to a lack of background documentation and information.

The twinning light facility described in the present fiche will be established under the administration of the National Aid Co-ordinator (NAC). The financial and contractual aspects of the twinning light facility will be handled by the CFCU. Decisions on

financing projects under the facility will be taken by common accord of the NAC and Commission services. The maximum size of projects cannot exceed € 150,000.

Training on Project Design and Preparation, Monitoring and Assessment and Project Cycle Management

The project responds to the urgent need which has been identified to strengthen the capacities within both the national co-ordination structures for pre-accession assistance and Project Implementation Units (PIU's) attached to Ministries and other Romanian institutions, to prepare, implement and monitor pre-accession programmes in a systematic and adequate way. The training under this project will be compatible with the overall efforts to strengthen training provision in the context of the reform of the Public Administration and will take into account the strategy to be prepared under Phare 2001 programme aiming at designing in a more systematic way the training requirements Romanian administrators needed in order to adequately anticipate on EU programming exercises within the framework of Phare, ISPA, SAPARD and finally the Structural Funds. The specific focus of the training under this project will be on achieving a rapid improvement in the operational effectiveness of the bodies concerned with pre-accession assistance. The longer-term development of institutional capacity for training will be dealt with in the context of the Public Administration Reform programme.

The training, to be delivered through technical assistance contracts, will be closely linked to the programming and implementation cycle, and will reinforce the capacity to undertake feasibility studies and project design work, to prepare project documentation (project fiches, terms of reference, tender documents) according to the requirements of the pre-accession instruments, and to supervise and monitor the implementation of programmes. The design of the training activities under this contract will take account of similar support provided under Phare 2000 and 2001, and where appropriate it will provide more advanced follow-up training to officials who have already benefited from the first round of training.

In addition to improving the officials' knowledge of the general principles of project cycle management, the training should, where possible, also take the form of practical on-the-job coaching in support of the actual preparation and implementation of pre-accession projects.

European Institute of Romania (EIR)

In accordance with the Phare 1997 Financing Memorandum, the European Institute of Romania (EIR) was created in 1998 (Government Ordinance 15/1998) as a public institution under the authority of the Romanian Government and Parliament. The main tasks and responsibilities of the EIR were defined as:

- Providing background analysis and information to the central and local administration and to public institutions in order to strengthen their capacity to develop suitable pre-accession policies and mechanisms.
- Acting as a management/delivery/resource centre, to assist these institutions with the implementation of such policies.

EIR was established to improve the quality level of the administration and capacity strengthening of its employees in the medium term. EIR is supposed to operate as management, delivery and resource centre to support Romania's efforts to prepare for accession.

As indicated in the FM 97, EIR would receive both start-up assistance and additional support to finance its operational expenses. As such, Phare guaranteed the operational costs of EIR for a fixed number of years. In the first three years of its existence, 100% of the costs were to be covered by Phare. In the next two years, it was agreed that Phare would finance 66% and 33% respectively of the operational costs. In this way, the EIR was stimulated to become a self-sufficient operating institution that could partly rely on the regular budget after a period of five operational years.

College of Europe Scholarships for Civil Servants

In order to improve the effectiveness of the accession process, the aim of the Government in general and MEI in particular is to strengthen the human resource capacity within the Romanian administration.

One of the objectives in this area is to train civil servants and young graduates who join the civil service in EU affairs in order to create a corps of young professionals within the civil service. Excellent results have been obtained through previous programmes by sending Romanian civil servants and young graduates to master programmes within prestigious European institutions, including the College of Europe, and to short-term training programmes like summer schools. The current project will support 10 candidates to attend master studies at the College in Bruges for the school-year 2003-2004 and 15 civil servants to participate in the summer courses organized by the same institution starting each year during the lifetime of the programme.

Management Information System

One of the fundamental responsibilities of MEI is to monitor project implementation funded under international support programmes, both bilateral and multilateral. In order to strengthen its capacity, under Phare 1998 a basic monitoring and programming information technology system was designed aimed at providing both MEI and the implementing authorities in other Ministries and Governmental Institutions with the necessary tools and instruments to monitor the technical progress of on-going Phare projects in a systematic way.

During the project implementation phase it turned out that most of the institutions operate their own monitoring instrument, which makes a comparison of the on-going activities rather difficult resulting in frequent duplications and time delays when it comes to project assessment and evaluation. Key actors involved in the pre-accession process (e.g. MEI, CFCU, NF, PIU's) do not have an overall view of the situation due to the complexity of the structures and procedures and the incompatibility of systems. This in turn creates substantial gaps in the flow of information within the Romanian administration.

The entire administration would benefit in terms of time, energy and human resources substantially in having one integrated "single" Management Information System (MIS) on international support programming in operation within the entire

administration. Such a system should not only provide on-going information on the technical progress of projects but accurate financial and auditing data as well. Moreover, it should cover the implementation not only of Phare but the other programmes as well (e.g. ISPA, twinning, bilateral etc.). Besides, the system must become compatible with new developments in Programmes' implementation (e.g. EDIS) and within the logic of similar systems currently in operation in EU member states that monitor the structural funds. Such a system should be a supportive management tool at every stakeholder level (both at operational and decision-making level).

Clearly, such a system cannot be introduced overnight. It is anticipated that the introduction of an administrative-wide management information system will cover a number of programming years. In this way it fits within the multi-annual approach that is strongly recommended by the Commission.

Pre-ambling the introduction of an administration-wide MIS system, a feasibility study (to be financed under Phare 2001 PPF resources) will be executed early 2002. The study will provide a current status analysis of the facilities and available resources implementation authorities have at their disposal to properly manage pre-accession programmes and projects. The study will produce a thorough report with conclusions and recommendations for improving the management system. The outcomes of the study will form a direct input for the wider management information project to be covered under multi-annual support services.

3.2 Linked Activities

- Phare 2000 and 2001 Project Preparation Facility (PPF) with identical approach and purposes.
- Phare 2000 and 2001 programmes for training in project cycle management and Phare 2000 programme including training in European affairs.
- All institution-building projects financed by Phare since 1998.
- The TAIEX Multi-beneficiary Programme, which complements the national Phare programme with very short-term advice in specific areas of the "acquis".
- The SIGMA Multi-beneficiary Programme, which is being used to modernise public administration and improve public financial control.
- Phare RO-9706.02.01 project "Enhanced Pre-Accession Assistance" initiated the project "Training in European Affairs" for 240 civil servants from the central public administration.
- Phare RO-9804.05.02.02 project "Support to the Department of European Affairs".

3.3 Results

Project Preparation Facility (PPF)

- Hands-on assistance delivered to MEI in Phare programming, pre-accession
- Monitoring and assessment of on-going programme activities resulting in more mature documentation;
- Short-term subject experts attached to line Ministries and relevant Government institutions produce relevant background documentation, feasibility studies, project design schedules, terms of references and tender dossiers;
- More mature annual programme fiches produced by line Ministries and/or other Governmental Institutions.

Twinning Light

- Concrete progress in strengthening the public administration capacity in relation to the “acquis communautaire”, following specific results defined in individual project fiches approved for financing under this facility.
- Professional operation of staff attached to Ministries and Governmental Institutions in programming, project preparation and monitoring and management.

Training on Project Design and Preparation, Monitoring and Assessment and Project Cycle Management

- The standard training course on Project Cycle Management (PCM) will produce a pool of trained staff employees attached to Project Implementation Units within the Romanian administration in the basics of programme preparation, implementation and monitoring and familiarise trainees with relevant programme documentation to be produced. The training will also include issues regarding the new orientations of the Phare programmes and pre-accession funds, as well as training on new Phare procedures for procurement and contracting (e.g. EDIS).
- Advanced training on PCM will create a professional group of administrators who in the end can operate as trainers and instructors in PCM and other relevant subject areas.

European Institute of Romania

- Running and maintenance costs of the EIR covered 66% through Phare 2002 for the fourth year of activity (2003) and 33% for the fifth year of activity (2004).
- In its fifth operational year, the EIR in general and staff members in particular are capable of taking the lead in the European accession process in Romania, reflected in a continuous attention of media and research institutes for the European integration process.
- Initial training in European Affairs for 250 civil servants of the central public administration, as a follow-up on the RO-9706.02.01 project implemented.

College of Europe Scholarships for Civil Servants

- 10 students attending master studies at College of Europe and thus improving their knowledge on EU matters.
- 15 civil servants attended the summer courses organized by the College of Europe and acquiring new knowledge on EU matters.

Management Information System (MIS)

- Standard procedures and user interface to all stakeholders within the Romanian administration involved in internal programming, project management, monitoring and assessment, evaluation and auditing.
- A central reference information system on project and programme information (with both technical and financial data) financed through international resources.
- A transparent mechanism supplying comparable core information to both decision and policy makers, project beneficiaries, and the public.
- A solid framework for inter-institutional development within the Romanian public administration.

3.4 Activities

Project Preparation Facility (PPF)

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

Twinning light

- The twinning light mechanism could be used for providing direct hands-on assistance to specialised governmental institutions with the ultimate objective to accelerate the EU integration process.
- Twinning light projects will be delivered using short and medium term expertise from Member States administrations. In addition, the services offered may include appraisal of regulatory texts, supply of documentation, workshops, seminars and visits, if appropriate.

Training on Project Design and Preparation, Monitoring and Assessment and Project Cycle Management

Selected experts will be responsible for the organisation and facilitation of both basic and advanced training seminars for staff attached to PIU's within the Romanian administration.

European Institute of Romania

- Translation services related to the accession process to be provided to Ministries and Governmental Institutions.
- Fact finding studies and research to be executed by staff of the institute in order to accelerate the integration process and familiarise Romanian institutions and organisations with the European Union.
- Design and implementation of a training project in European Affairs for civil servants of the central public administration, as a follow-up on the RO-9706.02.01 project implemented:
 - information campaign to ensure the support of the beneficiaries (line Ministries and central Agencies);
 - identification of the trainees (newly-employed civil servants and/or those who have not previously benefited of initial training in European Affairs);
 - identification and selection of trainers;
 - delivery of training;
 - evaluation.

College of Europe Scholarships for Civil Servants

The current project will support 10 candidates to attend master studies at the College in Bruges for the school year 2003-2004 and 15 civil servants to participate in the summer courses organized by the same institution in the following years. The selection of participants will be performed by a Steering Committee including representatives of the Ministry of European Integration.

The selected candidates attending master studies will commit themselves to serve for two years within the Romanian administration subject to relevant position being available and offered to them after graduation.

Management Information System (MIS)

A phase wise, multiannual approach is envisaged. Pre-ambling the MIS project a basis study focusing on the current status of existing resources within implementing authorities is planned to be executed under the Phare 2001 Project Preparation Facilities mechanism. The outcome of this first study will be the identification of the current situation, the initial Architectural Design of the system and its respective sizing and the ToR's of the future call(s) for Tender(s) for the Management Information System (including functional application software specifications, system s/w, Hardware and Networking requirements). This study will anticipate and "bridge" the future EDIS implementation requirements vis-à-vis the current situation and of course it will shape the way of the future implementation of the Structural Funds. To this end a total approach will be applied which takes into consideration between Programming, Monitoring of Projects (financial & Physical progress issues), evaluation, audit & control, and Reporting.

The MIS project itself is aimed towards on all administration levels system including central & regional institutions involved in the management and implementation of EU funded programmes and/or projects, facilitating and supporting the institutional arrangements for EDIS and Structural Funds.

The MIS project itself is divided in three phases and will be executed in three programming years (2002 - 2004). The phases can be overlapped in terms of time

and can be tendered separately, all together or in specific groups (e.g. A and B or B&C).

In phase A the analytical (detailed) technical analysis of the application software specifications will take place which is necessary before actually developing the code (programming). This will be based on the outcomes of the PPF study and it is the technical next step. During this phase the Users' requirements of all the Actors involved will be "nailed down" in a significant technical detail in order to allow for programming.

Phase B is focusing exclusively on the procurement installation and testing of the required hardware system software and networking and will be based on the ToR's which will be produced by the PPF study.

In phase C, the project will focus on the development and installation of the Application software and the respective Users' training. Administrative staff responsible for operating and supporting / maintaining the system will receive intensive training as well.

4. Institutional Framework

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

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

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

5. Detailed Budget

(in MEURO)

	Phare Support					
	Investment Support	Institution Building	Total Phare (= I + IB)	National Co-financing*	IFI*	TOTAL
Project Preparation Facility	---	3.00	3.00	---	---	3.00
Twinning Light	---	0.90	0.90	---	---	0.90
Training	---	1.20	1.20	---	---	1.20
European Institute(*)	---	1.45	1.45	---	---	1.45
College of Europe	---	0.20	0.20	---	---	0.20
Management Information System(**)	0.80	2.50	3.30	0.34	---	3.64
Total	0.80	9.25	10.05	0.34	---	10.39

(*) including two components, one covering running/maintenance of EIR, staff salaries, internal staff training and organisation of seminars/conferences together with audit fees (MEuro 0.8), the second covering training in European affairs (MEuro 0.65).

(**) due to the multi-annual approach of this project, it is assumed that over a period of three programming years (2002 – 2004), an overall total between 7.0 and 9.0 Meuro will be allocated to be divided as follows: year 1: Meuro 3.30, year 2: Meuro 3.0, year 3: between 2.0 and 4.0 Meuro.

6. Implementation Arrangements

6.1 Implementing Agency

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

Contact:

Central Finance and Contracting Unit (CFCU)

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6.2 Implementing Authority

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

Contact:

Ministry of European Integration (MEI), Accession Assistance Directorate

Director: Mr. Razvan Cotovelea

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7. Implementation Schedule

7.1 Start of Project Activities

Project Preparation Mechanism and Twinning Light Facility

ToR's for support may be submitted to MEI immediately after formal endorsement of the Phare 2002 programme by the Phare Management Committee. The last date for receipt of applications by MEI will be 30 September 2004.

Training on Project Design and Preparation, Monitoring and Assessment and Project Cycle Management ToR's can be forwarded immediately after formal endorsement of the Phare 2002 programme by the Phare Management Committee. Announcement for tender(s) to be started immediately after the formal endorsement until 30 September 2004.

European Institute of Romania

On-going activity.

Training in European Affairs ToR's can be forwarded immediately after formal endorsement of the Phare 2002 programme by the Phare Management Committee

Management Information System (MIS)

ToR's can be forwarded immediately after formal endorsement of the Phare 2002 programme by the Phare Management Committee. Announcement for tender(s) to be started immediately after the formal endorsement until 30 September 2004.

7.2 Project Completion

Project Preparation Facility, Twinning Light, Training on Project Design and Preparation, Monitoring and Assessment and Project Cycle Management, Support to the European Institute of Romania

Projects must be completed three months before the last date for disbursement under the Financing Memorandum for the Phare 2002 National Programme. Effectively this means September 2005.

Management Information System (MIS)

Due to the fact that the MIS system is going to be covered through multi-annual Phare support, the first phase of the project must be completed by September 2005. It is foreseen that the entire project will be completed by October 2007.

8. Equal opportunity

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

9. Environment

N/A

10. Rates of return

N/A

11. Investment criteria

(4) the MIS project is the only one which has an investment component:

Catalytic effect:

The investment will generate an increased capacity and efficiency of all institutions within the Romanian administration involved in internal programming, project management, monitoring and assessment, evaluation and auditing

11.2 Co-financing:

Co-financing will be properly covered by the beneficiaries, according to the budget.

11.3 Project readiness and size:

The components of this project will only be financed by Phare if they are ready for contracting and when all necessary technical studies have been completed. Investment projects are complying with minimum project size requirements.

11.4 Sustainability

The investments will be sustainable in the long term, i.e. beyond the date of accession and will comply with EU norms and standards. Have no adverse effects on the environment.

12. Conditionality and Sequencing

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

(2) Sequencing is such that preparatory activities are underway when Phare programming support takes place in 2003. As such, certain projects may be programmed by Phare in 2003 provided that preparation reports and designs being completed and considered to be acceptable.

Start-up of the PPF assumes that the Financing Memorandum can be approved and in operation before the end of 2002.

(3) All projects implemented through twinning light 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 (including translation and interpretation) to operate effectively, the senior management of the beneficiary institution must be whole-heartedly involved in the development and implementation of the policies and institutional change required to deliver the project results.

(4) The MIS project can only be launched after the results of a needs assessment to the introduction of a Management Information System (MIS) within the Romanian administration become available. The needs assessment is to be executed through PPF support early 2002. First results to be expected before finalisation of Phare 2002 project fiche.

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)

LOGFRAME PLANNING MATRIX				Date of drafting: April 2001
SUPPORT ACTIVITIES TO STRENGTHEN THE EUROPEAN INTEGRATION PROCESS				Contracting period expires: 30.11.2004
Project Number RO-2002/000-586.03.01			Total Budget: 10.39 (MEUR)	Disbursement period expires: 30.11. 2005
				Phare contribution: 10.05 (MEUR)
Wider Objective	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks	
<ul style="list-style-type: none"> Support and accelerate Romania's preparation for accession into the European Union through the improved preparation and management of programmes financed by the EU pre-accession financial instruments, and following the priorities listed in the latest Accession Partnership (AP) document, the National Programme for the Adoption of the Acquis (NPAA), the Working Document and the EC Annual Report on Romania or emerging in the course of accession negotiations. 	<ul style="list-style-type: none"> Satisfactory progress of the accession and negotiation process 	<ul style="list-style-type: none"> Government of Romania and the European Commission through Progress Reports and Regular Reports (Commission's opinion, AP, NPAA, Working Documents) Romania's progress towards accession Results of the negotiation process. 	<ul style="list-style-type: none"> Continued Government commitment to restructure the economy, society and institutions in line with EU standards. Timely meeting of deadlines and milestones. 	
Immediate Objectives	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks	
<ul style="list-style-type: none"> Strengthen the Implementing Agencies and Authorities capacity to prepare adequate programmes and projects in the context of Romania's preparations for EU accession; Provide key players within Romanian institutions with basic skills and knowledge to increase 	<ul style="list-style-type: none"> Timely submission of project fiches, including related documentation to the Commission. Completed and successful project applications together with supporting documentation. 	<ul style="list-style-type: none"> Government of Romania, Ministry of European Affairs, line Ministries and Governmental Institutions, EC-Delegation and Commission through all documentation, studies, research papers and design material. 	<ul style="list-style-type: none"> MEI staff and staff attached to other Governmental institutions capable of effectively leading the programming process. Benefiting institutions have sufficient institutional capacity to draft relevant documentation (fiches, annexes and related documentation). 	

<p>their qualitative output and effective operation;</p> <ul style="list-style-type: none"> • Improve the intra- and inter-institutional communication mechanism within the Romanian administration through establishing an administrative-wide MIS system; • Continuing support to the operation of the European Institute of Romania (EIR) as a management/delivery/resource centre for measures supporting the preparation for accession; • Address specific and self-contained "acquis" related institution building needs identified in the latest AP, NPAA, Working Document and EC Annual Report 2001, or emerging in the course of accession negotiations. 	<ul style="list-style-type: none"> • Improvement of the human resource and absorption capacity within the Romanian administration. • Successful completion of training courses. • Improved inter-institutional and intra-institutional communication structure in Romania. 		<ul style="list-style-type: none"> • Transparent communication and exchange of information between the different stakeholders involved. • Successful completion of the MIS feasibility study (financed under the 2001 PPF). • Commission allocates sufficient qualified staff especially at the Delegation to participate in the preparation and programming process.
Outputs	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks
<ul style="list-style-type: none"> • SSTA services (hands-on assistance) provided to the MIE for Phare programming in 2003, 2004 and 2005. • More mature annual documents , relevant feasibility studies, project design schedules, terms of references and tender dossiers adequately produced through both PPF and twinning light support services. • Improved monitoring and assessment of on-going programmes. • Pool of PIU staff employees trained in the basics of PCM. 	<ul style="list-style-type: none"> • Timely submission of the project fiches and financing proposal for 2003 and 2004. • Increased quality of project fiches in such a way that less corrective involvement of the Commission is required. • Adequate number of feasibility studies, project designs, tender dossiers and technical specifications produced and submitted. 	<ul style="list-style-type: none"> • Project fiches, feasibility studies, project designs, research reports, tender dossiers and terms of references prepared by staff of line Ministries and Governmental Organisations and monitored by both the MIE and the EC. 	<ul style="list-style-type: none"> • Proper technical advisory services identified. • Benefiting institutions and other stakeholders at central and de-centralised level fully involved in the preparatory process. • Deadline met for the presentation of the target projects.

<ul style="list-style-type: none"> • Pool of PIU staff employees completed the advanced PCM training course. • Independent and professional operation of the EIR as European Affairs research institute. • Approximately 250 civil servants trained in general EU topics. • Increased awareness of these civil servants as regards the importance and complexity of the accession preparations as well as increased efficiency in adopting and implementing EU policies. • A group of 10 students and 15 civil servants have successfully completed a master study respectively summer course on EU affairs. • Successful completion of the analytical study to information requirements within the Romanian administration. • At central level a pilot MIS system established which is transparent and available to core decision-makers. 			
Inputs	Indicators of Achievement	How, When and by Whom indicators will be measured	Assumptions and Risks
<ul style="list-style-type: none"> • STTA advisor attached to the Accession Assistance Directorate within MIE. • Short-term advisors attached to Ministries and Government Institutions involved in EU programming. • Trainers providing general basic knowledge of European 	<ul style="list-style-type: none"> • Financing Memorandum approved. • Inputs delivered on schedule and considered acceptable by beneficiaries. • Required tasks delivered efficiently to permit outputs to be realised. • Certificates provided to students 	<ul style="list-style-type: none"> • Progress and final reports to be submitted to MIE, EC Commission and line Ministries. • Documentation on preparatory studies, designs etc. to be produced by experts and submitted to beneficiaries in MIE, line Ministries and Governmental Institutions. • Training reports by trainers and 	<ul style="list-style-type: none"> • Reports approved by both beneficiaries and Commission. • ToR's and other documentation are proper reflection of the needs and requirements of the beneficiaries. • Approval of Financing Memorandum in time in order not to loose valuable time on implementation of activities. • Qualified experts identified and mobilised

Annex 1 : Logframe Matrix for project: RO-2002/000-586.03.01

<p>integration and EU topics (history, institutions, policies, functioning, enlargement).</p> <ul style="list-style-type: none"> • Teachers/trainers at the College of Europe • Trainers facilitating the PCM sessions (both basic and advanced training). • Expert(s) involved in the first two phases of the MIS project 	<p>and/or administrators after successful completion of training courses.</p> <ul style="list-style-type: none"> • Installation and successful operation of pilot MIS project. 	<p>evaluation sheets produced by trainees upon completion of the training sessions.</p> <ul style="list-style-type: none"> • Ad-hoc audit and evaluations by appointed institutions. • Background feasibility study and analytical report on information requirements of target group. 	<p>rapidly.</p> <ul style="list-style-type: none"> • Previous actions and/or studies (such as finalisation of MIS feasibility study) successfully completed.
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Strengthening the Romanian administrative capacity to manage, monitor and assess EU financed support programmes

	2002						2003												2004												2005														
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			
1) Project Preparation Facility (PPF)																																													
STTA to the MEI on Phare programming (2003, 2004, 2005)						D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I															
TA for feasibility studies						D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I															
TA design of investment projects						D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I															
Preparation of IB projects, training programmes and aid schemes						D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I															
Prepare technical specifications, procurement and tender dossiers						D	D	D	D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I															
2) Twinning Light																																													
Twinning for Strategic Development						D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I	I	I	I															
Twinning for studies						D	D	D	C	I	I	I	I	I	I	D	D	C	I	I	I	I	I	I	I	I	I	I	I	I															
3) Project Cycle Management (PCM) Training Activities																																													
Basic PCM Training Course									D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I							
Advanced PCM training									D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I	D	C	I	I	I							
4) European Institute of Romania (EIR)																																													
Logistics, running and maintenance						D	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I															

Annex 2: Detailed Time Implementation Chart For Project Number RO-2002/000-586.03.01

[illegible]

Strengthening the Romanian administrative capacity to manage, monitor and assess EU financed support programmes (MEURO 10.05)												
	31/03/03	30/06/03	30/09/03	31/12/03	31/03/04	30/06/04	30/09/04	31/12/04	31/03/05	30/06/05	30/09/05	31/12/05
CONTRACTED	1.00	2.00	3.50	6.00	7.00	8.50	9.50	10.05				
DISBURSEMENT		1.00	2.10	3.60	4.20	5.10	5.70	6.30	7.20	8.10	9.00	10.05