1. Basic Information

1.1 CRIS Number: 2004/016-926.01.01

1.2 Title: Measures to develop the implementing capacity of the Cypriot Authorities in applying the European Public Procurement legislative package

1.3 Sector: Public Procurement - Internal Market

1.4 Location: Public Procurement Directorate, Treasury of the Republic, Nicosia, Cyprus

2. Objectives

2.1 Overall Objective(s):

Building of the appropriate institutional capacity for the effective implementation of the acquis communautaire in relation to Public Procurement in Cyprus and for the application of best practices in Public Procurement from the point of identification of needs, up to and including the disposal of the assets.

2.2 Project purpose:

The project has three distinct purposes:

- Enhancement of the effective operation of the Public Procurement Directorate (PPD) of the Treasury and of all the contracting authorities implementing the relevant EU Acquis
- Analysis of the needs and determination of the strategy for the introduction of e-procurement in public procurement

2.3 Justification

- According to Article 34 of the Accession Treaty, Internal Market is included in the priority sectors for assistance under the Transition Facility.

- In the Comprehensive Monitoring Report (November 2003), in the context of Chapter 1: Free Movement of Goods, it is stated that:

  “As regards Public Procurement, a good level of alignment has been reached with the recently adopted legislation, even if some adjustments are still needed in order to attain full compatibility with the acquis. The institutional structures for the effective implementation of the acquis are in place. There is, however, a need to continue training and to complete the recruitment of additional staff for the Public Procurement Directorate. Implementing regulations still need to be adopted for new legislation transposing the classical sectors and utilities sectors directives”.


3. Description

3.1 Background and justification:

Cyprus Government has revised the public procurement legal framework in order to harmonize it fully with the Classical Directives (92/50/EEC, 93/36/EEC, 93/37/EEC as amended by Directives 97/52/EC and 2001/78/EC), the Utilities Directives (93/38/EEC as amended by Directives 98/4/EC and 2001/78/EC) and the Remedies Directives (89/665/EEC and 92/13/EEC).

More specifically the national legislative framework now consists of two new laws, the Award of Public Contracts (Supply, Works and Services) for the Entities Operating in the Water, Energy, Transport and Telecommunications Sectors Law of 2003 and the Award of Public Contracts (Supply, Works and Services) Law. These two Laws have entered into force on 15 March 2004, thus achieving full harmonization with the public procurement acquis.

Under the new legislative regime the following provisions apply:

- In each Ministry or Independent Office or Independent Service, Tender Boards are constituted with authority to decide concerning competitions for the award of contracts within the said Authorities.
- Subject to the provisions of the Law, the Tenders Boards and the Valuation Committees are the bodies that, each one in the context of the powers provided to it by the Regulation, have the authority to handle competitions leading to the award of contracts.
  - The Tenders Boards, have the power, each one, to decide on competitions for the award of contracts of unlimited value.
  - Except where the negotiation procedure applies, the Valuation Committees, which are constituted according to the provisions of the Regulation, have the authority to decide on competitions which lead to the award of:
    1. public supply contracts and public service contracts the estimated value of each one is up to the amount in pounds of 90,000, net of VAT.
    2. public works contracts the estimated value of each one is up to the amount in pounds of 500,000, net of VAT.

The Treasury of the Republic has been nominated as the Competent Authority for Procurement procedures within the Republic of Cyprus. The Directorate has a long experience in the field of Public Procurement as it has been supporting the Main Tender Board, which was operating under the previous legislative regime and was responsible for awarding contracts for all government departments and Ministries above certain thresholds.

The main responsibilities to be undertaken by the Directorate as part of its nomination as the Competent Authority includes:

(i) Compliance checks

The examination of tender dossiers and tender notices (either before or after a tender is published), in order to verify whether their contents are in accordance with the provisions of the Public Procurement Laws and Regulations, the circulars issued by the Accountant General, any legal advice by the Law Office of the Republic, the existing case law and any relevant government decisions.
(i) Attendance at Tender Boards

To attend, under an observer’s status, the meetings of the Tender Boards and ensure that all awards are made according to the procedures described in the Law and Regulations.

(ii) Attestation of correct use of procurement procedures and practices

A team within the Directorate will be responsible for reviewing the contract award procedures and practices used by bodies governed by public law and certify that they comply with the E.U. Public Procurement Directives and the national laws implementing those directives.

(iv) Provide support and guidance to all contracting authorities

The competent authority will provide support and guidance to all contracting authorities. This support will take the form of a help desk, provision of training and making various tools available to contracting authorities e.g. standards documents

(v) Responsible to ensure the sustainable harmonization of Cyprus with the relevant procurement directives

The Treasury of the Republic will need to make sure that Cyprus adopts the new procurement directives before the end of 2005. Further to that the Directorate will be the single contact point with the Commission for all procurement matters.

Although in strictu senso Cyprus does comply with the acquis, after the experience gained from the implementation of pre-accession funds, it can be drawn that the use of a detailed manual provides great assistance to those having to deal with public procurement. The Treasury considers that, in the framework of the present project, the development of the Best Practice Guide as well as the provision of training will ensure that, the staff of the Competent Authority as well as those of the contracting authorities, will develop the necessary skills and acquire the necessary knowledge in order to conduct procurement procedures effectively and efficiently, while safeguarding best value for money purchases. Furthermore the preparation of a study concerning the application of e-procurement in Cyprus as well as the drafting of the terms of reference to be included in a tender in 2005 will allow the application of e-procurement in Cyprus by 2006 as set in the Internal Market Strategy of the European Commission. Finally the project will address the need to prepare for the transposition of the new legislative package recently approved by the European Parliament before the end of 2005.

3.2 Linked activities:

The Treasury has signed, in February 2004, a Twinning Light Contract titled “Enhancement of the administrative capacity in implementing the harmonized public procurement rules” (Project number: CY/2002/IB/OT-01-TL). This Twinning programme includes the Preparation of two Guides for Public Procurement as well as the Design and Implementation of a National Training Programme. The budget for this project is 200.0000 Euro and the aim is to provide basic working tools as well as to cover basic training needs of the staff in contracting authorities involved in implementing the EU Public Procurement Directives. It should be noted that the activities of the present project under the Transition Facility are additional to the activities of the Twinning Light project. The Treasury shall ensure that there are no overlaps between the two projects, but synergies are duly exploited.
More specifically:

- **Preparation of Two Guides**

  The two guides included in the Twinning Light Contract are completely different to the Best Practice Guide requested in the current project. The two guides requested under the Twinning programme are to include the following:

  - A Guide explaining to the Contracting Authorities the provisions of the *E.U. Classical and Remedies Directives* as transposed into the national Public Procurement Law, including the provisions for tenders above and below the thresholds.

  - A Guide explaining to the Contracting Authorities the provisions of the *E.U. Utilities and Remedies Directives* as transposed into the Public Procurement Law, including the provisions for tenders above and below the thresholds.

  On the other hand, the Best Practice Guide requested under this transition facility will not be providing explanation on the EU directives, but a general guidance on the procurement process. (See also section 3.4.1 that follows)

- **National Training Programme**

  Under the Twinning Light programme, the training requested was in the form of a short term program aimed at assisting the contracting authorities in Cyprus in acquiring knowledge on the EU procurement Directives as these were transposed in the National Legislation; whereas the Training requested in the current project includes, inter alia, training on the use of The Best Practice Guide, training on the provisions of the new Directive which is going to be transposed into National legislation before the end of 2005 (See also section 3.4.1 that follows)

3.3 **Results:**

- Action Plan for the improvement of the national public procurement system prepared.
- A Best Practice Procurement Guide including contract management provisions, description of Public Procurement provisions from the point of identification of needs, up to and including the disposal of assets and standard tender documents, prepared.
- A sustainable training program developed, including training material
- Staff and trainers trained
- New national legislation drafted
- Strategy Study for e-procurement as well as project fiche prepared

3.4 **Activities:**

**3.4.1 Component 1: Improving implementing capacity**

This component will be implemented through Technical Assistance and will include the following:

- Preparation of a set of recommendations to further develop and improve the national Public Procurement System in general, including recommendations for the Public Procurement Directorate of the Treasury in terms of role, mandate,
main functions and staffing as well as recommendations for providing for conciliation and attestation procedures as required in Council Directive 92/13/EEC.

• Preparation of a detailed “Best Practice Procurement Guide” giving guidance on the practical aspects of the procedures of the Directives and the Cyprus harmonized Laws on Public Tenders, including guidance from the point of identification of needs up to and including the disposal of assets making special reference to the efficient use of procurement procedures. This would include description of proven good practice for public procurement, programs, projects, risks and service management. This includes also guidance on and the actual preparation of, standard tender documents (including technical specifications and Terms of Reference) for supplies, works and services including:

  - Standard contracts
  - Short List Reports.
  - Evaluation Report.
  - Standard tender dossier.
  - Framework Contracts.

• Proposal and provision of a Training Programme and provision of training courses/seminars which will help the staff in the Public sector and semi-governmental organizations to assimilate the provisions of the Directives and the Public Tenders Laws. There is a need to assess training needs and develop training plans and training materials. The Training requested in the current project should include inter alia:

  - (a) Training on the provisions of the new Directive which is going to be transposed into National legislation before the end of 2005.
  - (b) Preparation of material for a sustainable training program to be repeated when necessary.

• Training on the use of The Best Practice Guide
  Proposal on training seminars and information initiatives/campaigns planned for the procurement personnel of both the private and the public sector. The foreseen training would lead to assurance that there is adequate number of personnel in the contracting authorities with appropriate knowledge to handle and run the harmonized procurement procedures. Furthermore it should also result in the long run, in improved tender documents and standardized contracts for supplies, works and services for all contracting authorities.

(For more details as regards training see Annex 4)

3.4.2 Component 2: Harmonization of legislation

This component will be implemented through Technical Assistance and will deal with the comparison and analysis of current legislation with the two new European Commission Directives (both Classical and Utilities), adopted by the European Parliament in February 2004, on Public Procurement and make any recommendations, including the drafting of changes and the Public Procurement legislation. The final aim here is the drafting of two new pieces of legislation which will include the necessary amendments.
3.4.3 Component 3: E-procurement Study

This component will be implemented through Technical Assistance and will deal with the preparation of a study concerning the application of e-procurement in Cyprus as well as preparation of terms of reference to be used for launching the implementation phase of the project planned for 2005, having in mind the outcome of the work concluded by the e-procurement sub-working group of the Advisory Committee on Public Procurement of the European Commission.

3.5 Lessons learned

- Up-to-date, only one Interim Evaluation Report for Cyprus was issued in June 2004, covering the National Pre-accession Programmes 2000, 2001, 2002 and 2003. According to the key achievements and findings, project design was considered generally very good and relevance of projects with respect to the acquis requirements and to national needs has been scored highly. According to the evaluators the assistance is on course for achievement of immediate objectives and hence effectiveness is likely to be high. A similar situation applies with respect of impact. It is also stated that there are very few concerns about sustainability and prospects are good because of financial provision, staffing levels and warranty & maintenance arrangements.

- The same approach as the one adopted for Pre-accession aid was followed regarding project design under the Transition Facility and for this reason it is expected that assessment will continue to be positive.

- There were no specific recommendations in the Interim Evaluation Report relevant to earlier projects in the field.

- Taking into account the experiences gained through the implementation of the Twinning Light Project, in preparing the project fiche in general and in formulating the activities specifically, we have taken into account the:
  - derivatives of the Twinning light project including the training component in order to avoid wasting resources in activities already implemented.
  - fact that the timely planning and close operation with the contractors leads to better implementation of the project.

4. Institutional Framework

The Treasury of the Republic has been nominated as the Competent Authority in Cyprus for Public Procurement. In this respect, the Public Procurement Directorate of the Treasury will be responsible for the implementation of Public Procurement Directives as they have been transposed to national law.

The Public Procurement Directorate is headed by the Deputy Accountant General. Its specific tasks comprise the following:

(i) Proceed with spot checks at the Contracting Authorities in order to secure that the correct procurement procedures are followed.

(ii) Prepare circulars concerning the correct procurement procedures, the European Commissions announcements and the local and European Courts decision on procurement issues.
(iii) Collect and send statistics to the European Commission concerning contracts awarded.

(iv) Represent Cyprus in the relevant steering Committees of the European Union and being a member of the Advisory Committee on Public Procurement in the European Union where policy making concerning the Union is formulated. The Directorate will also be present with observer’s status in the Public Tenders Steering committee of the World Trade Organisation.

(v) Formulate policy concerning tenders after the necessary consultation with the Contracting Authorities. Also to provide consultancy services to the Contracting Authorities.

The Public Procurement Directorate consists of 18 employees (4 accountants, 5 economists, 1 mechanical engineer, 4 clerical staff and 4 Accounting LCCI – Higher Certificate holders). The Directorate will support the implementation of this project by assuring the necessary environment, making available the necessary personnel and covering the costs of national experts and the necessary running and administrative costs.

5. **Detailed Budget**

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<th>EU Support</th>
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* In cases of co-financing only

6. **Implementation Arrangements**

6.1 **Implementing Agency**

The Public Procurement Directorate of the Treasury of the Republic will be the Implementing Agency for this project.

A Project Steering Committee (PSC) will be set up, comprising senior representatives of the Treasury, and the Planning Bureau. The PSC will supervise and co-ordinate the overall progress and implementation of the project components, will define priorities, will provide guidance and will evaluate and approve the results. The Accountant General or the Deputy Accountant General will chair the PSC.
The Treasury will make available the personnel necessary to administer and resolve issues concerning the management of the project, including planning and identification of tasks, reporting, preparation of terms of reference, tendering, contracting, monitoring and evaluation activities.

**PAO** for the project will be:

**Mrs Maria Papa**, Chief Accountant  
Tel. +357 22602426, fax 35722304559  
e-mail: mpapa@treasury.gov.cy

The **project leader** will be:

**Mr Theodosis Tsiolas**, Accountant  
Tel. +357 22602267, fax 35722302433  
e-mail: ttsiolas@treasury.gov.cy

### 6.2 Twinning

N/A

### 6.3 Non-standard aspects

N/A

### 6.4 Contracts

The project will be implemented through maximum three service contracts:

- Contract 1: Improving implementing capacity  
  MEUR 0.975
- Contract 2: Harmonisation of legislation  
  MEUR 0.025
- Contract 2: E-procurement study  
  MEUR 0.100

### 7. Implementation Schedule

The Terms of Reference for the above mentioned project components, as well as the Tender Dossiers will be prepared in advance by the Treasury (outside the project), in accordance with the National Legislation in force (Law N101(I)/2003)

7.1 Start of tendering/call for proposals: October 2004

7.2 Start of project activity: February 2005

7.3 Project Completion: June 2007

### 8. Sustainability

The final beneficiary of the project will be the Public Procurement Directorate of the Treasury of the Republic of Cyprus. The Public Procurement Directorate consists of 18 employees (4 accountants, 5 economists, 1 mechanical engineer, 4 clerical staff and 4 Accounting LCCI – Higher Certificate holders, two of which undertake exams to become members of the Association of Chartered Certified Accountants (ACCA) of England). The Deputy Accountant General, who is the Head of the Directorate, is an Accountant (Member of the Institute of Chartered Accountants in England and Wales).

Recently (June 2004), the Directorate was further enhanced by the addition to its staff of further two accountants. Thus, adequate staff is present to maintain the administrative function. Expenditure related to administrative function is covered through the annual National Budget.
9. **Conditionality and sequencing**

The components of the project are inter-related and adopt a logical approach to design and implementation. There is no conditionality and sequencing.

The most important milestones of the project are:

**Component 1: Improving Implementation Capacity**

- The Preparation of the set of recommendations to further develop and improve the national Public Procurement System in general, including recommendations for the Public Procurement Directorate of the Treasury in terms of role, mandate, main functions and staffing., will be the starting point for a general restructuring (if the need arises) of the public procurement sector in Cyprus in terms of practices and monitoring.

- The Preparation of the detailed “Best Practice Procurement Guide” will impact on the procurement community by providing to them a tool to be used widely by staff. This Guide will incorporate the Best Practices in procurement.

- The provision of a Training Programme and provision of training courses/seminar will result in a continuous training programme and trained personnel. Furthermore it should also result in the long run, in improved tender documents and standardized contracts for supplies, works and services for all contracting authorities.

**Component 2: Harmonization of legislation**

- This component will lead to new legislation by January 2006, prepared in accordance with the provisions of the new Directives on public procurement namely 2004/18/EC and 2004/17/EC.

**Component 3: E–procurement Study**

- This study will impact the future actions and way forward for introducing e-procurement in Cyprus.
ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (compulsory)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)
4. Supplementary information on training activities included in Component 1
## LOGFRAME PLANNING MATRIX FOR

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Total Budget: 1.10 Meuro</th>
<th>EU contribution: 1.10 Meuro</th>
</tr>
</thead>
</table>
| 1. Building of the appropriate institutional capacity for the effective implementation of the acquis communautaire in relation to Public Procurement in Cyprus including the application of best practices. | • Full compliance verified by the Commission | • European Commission’s Opinion  
• Relevant legislation approved by the House of Representatives  
• Regular reports of Cyprus Government  
• Technical studies prepared | | |

<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
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</thead>
</table>
| 1. The effective operation of the Public Procurement Directorate (PPD) of the Treasury and of all the contracting authorities implementing the relevant EU Acquis  
3. Analysis of the needs and determination of the strategy for the introduction of e-procurement in public procurement | • 25 staff from the PPD (including the Head of the Department, senior and lower level staff) and from main contracting authorities familiarized with the relevant acquis by May 2007 and best practices in Public procurement as well as follow a “train the trainers program” by that date. | • Regular reports of Cyprus Government  
• Regular reviews by the Commission’s representatives  
• Technical studies under implementation | • Full commitment of the involved authorities  
• Adequate resources available |
- 400 staff from contracting authorities of the state, the semi-government sector, local authorities and the private sector become familiar with the use of the best practices in Public procurement by March 2007.

- 150 staff from all contracting authorities in Cyprus become specialists on the provisions of the new E.U. acquis by January 2006. These will be the people dealing directly with procurement in their authorities.

- Best Practice Procurement Guide used widely by staff by January 2007

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Action plan for the improvement of the national public procurement system prepared (Activities 1-4 &amp; 9)</td>
<td>A well structured, user friendly procurement guide by October 2006. A short and long term training program covering all staff involved in</td>
<td>Best Practice Procurement Guide Short and long term training programmes Training material Proposal for the revision of organisational structures and</td>
<td>Full commitment of management and staff Timely availability of adequate resources</td>
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<tr>
<td>2. Best Practice Procurement Guide prepared (Activities 12-13)</td>
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<td>3. A sustainable training program developed, including training material.</td>
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4. Staff and trainers trained (Activities 5-8)
5. New national legislation drafted (Activities 14)
6. Strategy Study for e-procurement as well project fiche prepared (Activities 10-11)

- All staff involved in public procurement familiar with the legislative framework and the proper application of best practices by July 2007.
- A well substantiated proposal as to the organisational structures and methods by October 2005.
- Strategy Study prepared as agreed by June 2006.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
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<tbody>
<tr>
<td>1. Preparation of detailed medium – term action plan concerning the improvement of the national public procurement system (main text paragraph 3.4.1, 1st bullet point)</td>
<td>3 technical assistance contracts as follows:</td>
<td>working methods</td>
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<tr>
<td>2. Elaboration and assessment of the organizational set up (main text paragraph 3.4.1, 1st bullet point)</td>
<td>- 1 contract including activities 1-8, and 12-13 with estimated budget breakdown €975,000.</td>
<td>• New legislative package on Public Procurement</td>
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<tr>
<td>3. Advice on needs regarding manpower development (main text paragraph 3.4.1, 1st bullet point)</td>
<td>- 1 contract including activity 14 with estimated budget breakdown €24,900</td>
<td>• Study and terms of reference on e-procurement</td>
</tr>
<tr>
<td>4. Preparation of internal procedures concerning the role of the Competent Authority (main text paragraph 3.4.1, 1st bullet point)</td>
<td>- 1 contract including activities 9-11 with estimated budget breakdown €100,000</td>
<td>• Internet Guide</td>
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<td>- For the budget breakdown</td>
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<td>5.</td>
<td>Training needs assessment (main text paragraph 3.4.1, 2\textsuperscript{nd} &amp; 3\textsuperscript{rd} bullet point)</td>
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<tr>
<td>6.</td>
<td>Development and implementation of training (main text paragraph 3.4.1, 3\textsuperscript{rd} &amp; 4\textsuperscript{th} bullet point)</td>
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<tr>
<td>7.</td>
<td>Development of training plan (main text paragraph 3.4.1, 2, 3\textsuperscript{rd} &amp; 4\textsuperscript{th} bullet point)</td>
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<tr>
<td>8.</td>
<td>Development of Training Material (main text paragraph 3.4.1, 3\textsuperscript{rd} bullet point)</td>
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<tr>
<td>9.</td>
<td>Development of procedures for providing for conciliation and attestation procedures as required in Council Directive 92/13/EEC (main text paragraph 3.4.1, 1\textsuperscript{st} bullet point)</td>
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<td>10.</td>
<td>Preparation of a study concerning the application of e-procurement in Cyprus (main text paragraph 3.4.3)</td>
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<td>11.</td>
<td>Preparation of terms of reference to be used for launching the implementation of the e-procurement project in 2005 (main text paragraph 3.4.3)</td>
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<tr>
<td>12.</td>
<td>Preparation of a Best Practice Guide which will be describing proven good practice for procurement, programmes, projects, risks and service management. This should include guidance from the point of identification of needs up to and including the disposal of assets (main text paragraph 3.4.1, 2\textsuperscript{nd} bullet point)</td>
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- see detailed budget breakdown analysis.
- The cumulative duration of the above 3 contracts is about 29 months.
- The cumulative man-months required for the implementation of the above 3 contracts is about 103.
- an international team of experts experienced in project management and public procurement best practices is required.
- a pool of short-term experts in specialized fields is required.
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<tr>
<td>13. Preparation of standard tender documents for supplies, works and services including: (main text paragraph 3.4.1, 2nd bullet point)</td>
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<tr>
<td>14. Preparation of two new pieces of national legislation in line with directives 2004/18/EC and 2004/17/EC (main text paragraph 3.4.2).</td>
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**Preconditions**

Timely delivery of twinning light results
### ANNEX 2

**DETAILED TIME IMPLEMENTATION CHART FOR THE PROJECT**

<table>
<thead>
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<th>COMPONENT</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<td>C C C</td>
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D = Design  
C = Contracting  
I = Implementation  
X = Closure
ANNEX 3

CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE

Project title: Measures to develop the implementing capacity of the Cypriot Authorities in applying the European Public Procurement legislative package

Project number:

All figures in million EURO

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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
SUPPLEMENTARY INFORMATION ON TRAINING ACTIVITIES INCLUDED IN COMPONENT 1

1. The Training activities will include the following:

(a) Development of sustainable training program.- Train the Trainers (see 3.4.1. 3rd bullet point part (b) on the main Text)

Specialised Train the Trainers seminar aiming at giving the personnel a broad understanding of the fundamentals of procurement and the minimum professional competence standard to carry out the procurement process as well as give them the competence to train other personnel through a sustainable training program.

(b) Training seminars

(i) Organisation of seminars covering the provisions of the two new laws on public procurement on the classical and utilities sectors which will be transposing the new E.C. Directives on Public Procurement (new legislative package). These are expected to enter into force before January 2006.

[The above information relates to paragraph 3.4.1 of the main text, 3rd bullet point (a)].

(ii) Organisation of seminars on the use of the Best Practice Guide. The Guide will include guidance on and the actual preparation of standard tender documents (including technical specifications and Terms of Reference).

The above information relates to paragraph 3.4.1 of the main text 3rd bullet point (b). Furthermore the training on the use of the Best Practice guide will fulfill the target set for the 4th bullet point also.

2. Target Groups and Frequency of Training

- Training activity (a) above will be carried out in 2005 only for Competent Authority and Contracting Authorities personnel involved in public procurement (about 25 people) according to a schedule proposed by the preferred bidder.

- Regarding training activity (b) above it is anticipated that seminars/workshops, will be organised in 2005 for the following groups:

  (i) Procurement Specialists.
  (ii) High Level Management of Contracting Authorities including lawyers and judges.
  (iii) Economic Operators.

The frequency of the seminars/workshops will be proposed by the preferred bidder. No of people included in training activities 1b (i) above is 400 and for 1b (ii) is 150.

3. Coverage

Training on objective (a) is designed to give the participants the tools and skills in each face of the procurement process to:
• Identify the requirements of the contract.
• Develop a procurement strategy.
• Draft technical specifications, tender documents, contract terms and conditions and tender notices.
• Evaluate tenders.
• Negotiate with tenderers.
• Select tenderers and award of contracts.
• Source suppliers, service providers and contractors (e.g. framework agreements).
• Manage a contract.

These will become the trainers who will pass their acquired knowledge and expertise through the use of a sustainable training program to other staff in the future.

Training on objective (b) will be designed to give the participants the skills to:

• Understand the national and EU Legislative framework and any circular issue by the Complement Authority.
• Become aware of best practices in public procurement and make use of the best practice guide in applying these practices.