1. **Basic Information**

1.1 **CRIS Number:** 2005/17/643.04.02

1.2 **Title:** Training of Cyprus Civil Service organisations on specialized EU issues

1.3 **Sector:** Public Administration

1.4 **Location:** Cyprus Academy of Public Administration and on site in participating organizations in Cyprus.

2. **Objective(s):**

2.1 **Overall Objective**

To contribute to strengthen the administrative capacity of Cyprus Civil Service organizations to implement the *acquis communautaire* and generally to operate effectively in the EU administrative context.

2.2 **Project Purpose**

To increase compliance of the administrative and institutional frameworks with the requirements of the *acquis communautaire* primarily in the sectors of Internal Market, Rural Development/Fisheries, Environment, Transport, Customs and Taxation, Employment and Social Affairs, Enterprise and Industry/Energy, Education and Training/ Audiovisual, Justice and Public Finance.

2.3 **Justification**

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

- In the Comprehensive Monitoring Report (November 2003), in the context of “Administrative and Judicial Capacity”, page 12 it is stated that: “Special training on EU issues is being offered by the Cyprus Academy of Public Administration and needs to be continued and extended”.

Moreover, the need to strengthen the administrative capacity of the competent services in Cyprus to fully implement the *acquis communautaire* is stressed throughout the Monitoring Report. A paper with the areas where the need for enhancement of the administrative capacity (including training) has been identified in the 2003 CMR is attached as annex 4.
3. Description

3.1 Background and justification

Cyprus had reached, by accession, a high level of alignment with the *acquis* in most policy areas and had developed, to a great extent, the administrative capacity to implement it. In addition to the national budgetary resources, the harmonization effort was supported by the EU through pre-accession assistance made available through Regulation 555/2000. Nevertheless, the monitoring process identified that further efforts were needed in certain areas as regards the administrative capacity to implement more effectively the *acquis*.

More specifically, the 2003 Comprehensive Monitoring Report on Cyprus’s preparations for membership has identified the need to further enhance administrative structures. In some cases the need for further training is specifically mentioned. In other cases the need for the improvement of the administrative capacity in general, including, *inter alia*, the creation of new structures, the upgrading of human resources and the improvement of inter-institutional co-ordination is identified and training is of course an inseparable part of these processes. The above is relevant for the following sectors/areas:

1. **Internal Market**
   - Free movement of goods (foodstuffs and public procurement)
   - Free movement of persons (mutual recognition of professional qualifications, citizens rights and co-ordination of social security systems)
   - Freedom to provide services (financial services, personal data and information society services)
   - Free movement of capital (money laundering)
   - Company law (company law and intellectual property rights)
   - Competition policy (anti-trust rules and state aid)
   - Telecommunications and information technologies (fair competition)
   - Consumer and health protection (safety related measures and market surveillance and non-safety related measures)

2. **Rural and environmental development/ fisheries**
   - Agriculture (horizontal issues, common market organizations and animal products)
   - Environment (waste management)
   - Fisheries (structural actions and resource and fleet management)

3. **Transport** (land, air and maritime transport and Trans-European Networks)

4. **Customs and Taxation**
   - Taxation (administrative co-operation and mutual assistance)
   - Customs Union (administrative and operational capacities)

5. **Employment and Social Affairs** (health and safety at work and European Social Fund)

6. **Enterprise and Industry/ Energy**
   - Energy (internal energy market)
   - Industrial Policy (industrial strategy and privatization and restructuring)
(7) Education and Training/ Audiovisual
   - Education and Training (Community programmes)
   - Culture and Audio-visual Policy (audio-visual policy)

(8) Freedom, Security and Justice
   - Justice and Home Affairs (data protection, visa policy, migration, asylum procedures, fight against drugs, money laundering and judicial co-operation)

(9) Public Finance
   - Financial Control (internal financial control and protection of EC financial interests)
   - Financial and Budgetary Provisions (Creation of appropriate administrative capacity)

A table listing the sectors (analyzed by chapter and main components) as well as specific training areas that should be addressed, identified in the 2003 Comprehensive Monitoring Report for Cyprus, is attached as annex 5. In this annex the relevant competent services are also identified. It should be noted that, in most cases, there are many services involved in each issue meaning that, in order to assure impact and effectiveness of the training, all main actors have to be suitably trained and that, in many cases, they should benefit from common learning activities.

Following accession, Cyprus continued its efforts for further upgrading its administrative structures for the effective implementation and enforcement of the acquis in all areas, including the areas listed above. In addition to the on-going projects under Pre-accession Aid, Transition Facility funded projects/activities (under the vertical assistance for Cyprus as well as the multi-beneficiary programmes for TAIEX, Sigma and Statistics), supplement the activities financed from national funds.

In the framework of measures financed from national funds, the Cyprus Academy of Public Administration (CAPA), which falls under the competence of the Public Administration and Personnel Department (PAPD) of the Ministry of Finance, has been providing Civil Service organizations with training on European Union issues since it started operating in 1992. In the summer of 1996 the Council of Ministers of the Republic of Cyprus decided that training civil servants on EU matters should be the priority. Since then, the Academy has been organizing more than 35 training programs on EU matters of 2 to 9 days duration, totaling 200 training days, for about 800 participants from different civil service organizations, every year.

The core of the training on EU matters that is currently provided by CAPA consists of a basic but comprehensive induction program with a view to informing Cypriot civil servants as widely as possible about the European Union. In certain cases this induction programme is suitably adjusted to correspond more to the specific needs of the participating Civil Service organisation. Additionally, more specialized programmes on different sections of the EU acquis for specific Civil Service organizations were organised, but on a very limited scale. Workshops on the management and organizational implications of accession to EU for the public service were also organized for more senior officers from various Departments.
In a lesser extent, programmes promoting specific skills, like negotiation techniques, were organized for a small number of officers who are already involved in EU processes.

The need for in-depth specialized training to fill the gaps in specific areas of the *acquis* became more acute since the accession of Cyprus to the EU and the obligations deriving from the status of Member State. The present project aims, at its initial phase, to make a needs assessment in order to identify gaps in various sectors, with priority to the sectors identified in the 2003 CMR listed above. The list of possible sectors to be supported within the project can be expanded beyond those identified in the 2003 CMR upon decision of the PSC at the time of preparing the Terms of Reference, on the basis of the results of an exercise launched by the CAPA through which all Civil Service organizations have been requested to make a preliminary “self-assessment” of their training needs in EU related matters falling under their competency, using a standardized questionnaire prepared by CAPA. At the subsequent phase, such gaps will be filled to the greatest possible extent through the provision of in-depth specialized training. Training activities shall be policy-area specific and will include decision-making procedures specific to the given policy field, policy implementation processes as well as management of European programs.

The implementation of the project will be facilitated by the Learning Units within each Civil Service organization, which will also assure its sustainability (For more details on the Learning Units, see “Linked Activities”).

The impact of the project will be evaluated by the results of “learner’s reports” and “end of project survey” that will indicate if the officers trained have acquired the necessary knowledge and skills concerning the EU provisions, processes and practices which are relevant to the competences of their organizations in each specific sector of the *acquis* that was dealt with by the project.

### 3.2 Linked activities

- Strengthening the capacity of civil service organizations to manage their own learning

Since 2001, the Academy promotes an initiative that involves the creation of a Learning Unit within each civil service organization.

The Learning Units consist of a Learning Coordinator who is the leader of the unit and other learning unit members, the Learning Administrators. The task of the Learning Units has been defined as the systematic management of the learning function in their organization, on the basis of a learning policy to be drawn by the organizations’ Director in cooperation with the Learning Co-ordinator. More specifically, the Learning Unit would annually identify and prioritize the learning needs of their organization, and plan, design, implement and evaluate learning activities that meet those needs according to the priorities set.
To date 75 of the 80 civil service organizations have established Learning Units, which are operating on different levels of competency. The Academy has a close relationship with all these units and it provides to them the necessary training to perform their role as well as practical hands-on support.

- Comprehensive induction programme on EU matters

Since 1996, about 150 such nine-day programmes (with the participation of 20 officers in each) were organized.

- Workshops on the implications of accession to the EU for civil service departments

Since 1997, about 40 such three-day workshops (with the participation of 20 trainees in each) were organized.

3.3 Results

- Analysis of the learning needs in the sectors dealt with by the project prepared (Activity 3.4.1)
- Learning activities to meet the needs designed (Activity 3.4.2)
- Plan for all learning activities compiled with prioritisation (Activity 3.4.2)
- At least 150 learning activities successfully implemented (Activities 3.4.3 and 3.4.4)

3.4 Activities

The following activities will be implemented through a single service contact:

3. 4.1. Conduct a Learning Needs Analysis for the sectors dealt with by the project

The consultants will be required to:

(a) Perform a training needs analysis in order to identify in an accurate and exhaustive way the training needs as regards competencies in EU matters for the competent Services in each sector/ area dealt with by the project.

(b) Specify and prioritize the learning needed in order to upgrade the administrative capacity in each sector dealt with the project to the desired level. Provide a description of specific learning activities proposed in each policy area defining the following parameters:

- What (Aim & objectives)
- Who (participants profile and expected benefits)

Some of the proposed learning activities can relate to all or some of the competent services for each specific issue, whereas others can be Service-specific, depending on their object/ nature.
The Learning Units will facilitate the role of the consultants in order to successfully implement the above task.

3.4.2 Design the learning activities

Following the approval by the Project Steering Committee (PSC) of the report to be produced by the consultants under Activity 3.4.1 (b) above, the Contractor will:

(a) Design in detail each learning activity (type of activity, content, learning material, duration, methodology and implementation schedule).

(b) Prepare a plan for all learning activities that will be organized per sector/ specific training areas dealt with by the project. In total, the learning activities plan is expected to cover about 430 training days, spread over a period of one year. This Master Plan, upon approval by the PSC, will be the final action plan to be used for monitoring the implementation of all learning activities.

(Duration is 2 months after completion of Activity 1)

3.4.3 Implementation of each learning activity according to plan

The contractor will implement all learning activities which will be carried out, whenever possible, in the premises of the participating organization/s or in the premises of the Cyprus Academy of Public Administration. If there is a further need for training space, the Academy will make arrangements with the Ministry of Finance.

(Duration is 12 months after completion of Activity 3.4.2)

3.4.4 Evaluation of each learning activity

The consultant will design and carry out the evaluation of each learning activity in two phases:
- At the end of each learning activity, in order to evaluate the learning activity itself by the participants.
- 3 months after the completion of each learning activity participants will evaluate the relevance in practice of the training with their duties.

At the end of the evaluation phase the contractor should produce an evaluation report for all learning activities implemented.

There will be no overlaps with training activities funded under either pre-accession funds projects or other on-going Transition Facility projects.
The above activities will be implemented through one Service Contract by a multidisciplinary team of experts with competences on:

(a) The content of the *acquis communautaire* and the specific decision-making and implementation processes of the policy areas for which the participating organizations have responsibility.
(b) Learning needs Analysis methodologies.
(c) The design of both classroom and work-based learning activities.
(d) The preparation of learning materials.
(e) The organization of learning activities.
(f) The delivery of learning activities (professional trainers).
(g) The evaluation of learning activities at the various levels.

In each field the experts involved must have:

(a) relevant academic and/or professional qualifications and
(b) sufficient (minimum three years of) practical experience.

Throughout the project the team of experts should work together closely with the Implementing Agency (including the Academy of Public Administration), the Directors and Learning Units of the Civil Service Organizations participating in the project.

The experts will deliver about 430 training days.

### 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.

- As regards the main initiative of the Academy, namely the decentralization of the management of learning through the creation of Learning Units in each Civil Service organization, the following conclusions were drawn:
- Strong support from top management needs to be evident at the inauguration of the project and throughout its implementation.

- Careful selection of counterparts (persons) as regards their reliability, professionalism and status among their peers is crucial.

- Communication should be transparent and continuous.

- Additionally, an important lesson learned from previous initiatives for the modernization of the Cyprus Civil Service in which the Academy was involved as a facilitator, is the need for the recipient organization to actively participate during the whole process of the project (from design to implementation and evaluation) so as to gain ownership of the project and a commitment to its success.

4. Institutional Framework

This project will be implemented by the Public Administration and Personnel Department (PAPD) of the Ministry of Finance. The mission of the PAPD is, via the formulation and implementation of public programs and policies, the rational utilization of the human resources of the wider public sector and the rationalization of organizational structures and procedures, in connection with the available resources and means. The purpose is to maximize the efficiency and effectiveness of the public service and to improve the quality of services offered to the public.

The PAPD is the body responsible for formulating and implementing the advisable personnel administration policy of the public service and the wider public sector. Within the framework of its functions, PAPD has a direct responsibility for around 37,000 employees in the wider public sector (civil servants, police staff, fire service staff, army staff, staff in the education sector, laborers/technicians/Hourly-paid Government Personnel), and exercises a consultative role over another 9,500 employees of semi-government organizations and local authorities.

The PAPD is also responsible for setting up the necessary structures and providing advice with regards to the functioning of civil service organizations (organizational structures, staffing, procedures etc).

The Director of PAPD is also, by law, the supervisor of the Interchangeable staff, and handles the personnel administration issues relating to these staff (General Administrative, General Clerical and General Auxiliary Staff), which satisfies the official needs of the entire civil service.

The Cyprus Academy of Public Administration, which aims to contribute to the development of the management capacity and the modernization of the Cyprus civil service through the formulation and implementation of an appropriate learning policy, falls under the competence of the PAPD. Since 1996, by a decision of the Council of Ministers, the Academy organises training on EU related matters. The Cyprus Academy of Public Administration is staffed by 1 Senior Public Administration and Personnel Officer (Co-ordinator of the Academy), 7 Training Officers, 1 Administration Officer and 10 supporting staff.
5. Detailed Budget

<table>
<thead>
<tr>
<th>Transition Facility Support</th>
<th>Co-financing</th>
<th>TOTAL (TF plus co-financing)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Support</td>
<td>Institution Building</td>
<td>Total TF(=I+IB)</td>
</tr>
<tr>
<td>Contract 1</td>
<td>-</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>1,500,000</td>
</tr>
</tbody>
</table>

The budget is based on the following estimates:
- 200,000 euro for the learning needs analysis in all sectors dealt with by the project;
- About 3,000 euro per training day/s (design, implementation and co-ordination) resulting in about 430 training days in total.

6. Implementation Arrangements

6.1 Implementing Agency

Public Administration and Personnel Department
Ministry of Finance
1443 Nicosia, Cyprus, Tel. (+357) 22601500, Fax (+357) 22602763
e-mail address: gpap@papd.mof.gov.cy OR info@papd.mof.gov.cy

Project Authorising Officer
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Senior Officer of Public Administration and Personnel
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Fax (+357) 22762047

Project Leader
Marios Michaelides, Training Officer A
Cyprus Academy of Public Administration
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Tel (+357) 22466542, Fax (+357) 22762047
e-mail address: mmichaelides@capa.mof.gov.cy

Project management and co-ordination

A Project Steering Committee (PSC) will be set up in order to supervise the overall progress and implementation of the project, define priorities, provide guidance and evaluate and approve the results. The Committee will also be responsible for approval of reports prepared by the consultants. The PSC will be chaired by Mrs Kyriaki
Christodoulou, Chief Officer of Public Administration and Personnel, PAPD. Members of the PSC will also be Mr Sotos Shiakides, Training Officer A of the Cyprus Academy of Public Administration, co-ordinator for the development and support of the Learning Units. A representative from the Planning Bureau will also be member of the PSC. Ad hoc members may be staff from the specific participating organizations who can contribute to the project, including their directors. Secretaries of the PSC will be Mrs Maria Alexandrou and Mrs Vicky Vasiliou, Public Administration and Personnel Officers, PAPD.

The Project Leader will be in charge of managing the project, which involves monitoring, and controlling the project and reporting directly to the PSC on the extent to which the project’s objectives are being accomplished within the appropriate timeframes/ budget etc, any problems/ challenges faced etc.

6.2 Twinning: N/A

6.3 Non-standard aspects:

The project will be implemented according to the Extended Decentralised Implementation System (EDIS).

6.4 Contracts: One service contract of 1,500,000 €.

7. Implementation Schedule

7.1 Start of tendering/call for proposals: January 2006
The Terms of Reference for the services contract will be ready by December 2005

7.2 Start of project activity: April 2006

7.3 Project Completion: November 2007

8. Sustainability

The Public Administration and Personnel Department is well established with adequate and highly skilled personnel capable of maintaining the administrative function of the project. The Cyprus Academy of Public Administration that will manage the implementation of the project has a wide experience in implementing learning activities and close relations with all the public service organisations. The existence of competent Learning Units in each participating organisation will contribute to the successful implementation and the sustainability of the project.

In the implementation of the project the following personnel will be involved:

- One Chief Public Administration & Personnel Officer, PAPD.
- One Senior Public Administration & Personnel Officer, supervisor of the Academy of Public Administration
- Two Training Officers A’ of the Academy of Public Administration dealing with the Learning Units and training on EU issues
- Two Public Administration & Personnel Officers of the PAPD for administrative support of the project

Expenditure related to administrative function is covered through the annual Budget of the PAPD.

9. **Conditionality and sequencing**

As regards sequencing, the activities of the project have a direct sequential relation. The learning needs analysis should be successfully completed, before the design and the implementation of learning activities which should be based on the results of this analysis. Evaluation for each learning activity will be carried out not earlier than three months after the completion of the learning activity.

The most important milestones include:
- Completion of the Learning Needs Analysis
- Design of each learning activity
- Compilation of the Master Plan
- Completion of the Training Programme
- Completion of the evaluation process.
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 the program.
   (including disbursement period) (compulsory)
4. Comprehensive Monitoring Report on Cyprus’s preparations for membership
   (November 2003) – Areas where the need for enhancement of the administrative
   capacity (Including training) has been identified
5. Comprehensive Monitoring Report on Cyprus’s preparations for membership
   (November 2003) – Sectors Profile as regards Training Needs
## LOGFRAME PLANNING MATRIX

### Contracting period expires: December 2007
### Disbursement period expires: December 2008

<table>
<thead>
<tr>
<th>Project Title: Training of Cyprus Civil Service Organizations on specialized European Union Issues.</th>
<th>Total Budget: 1.5 EUR</th>
<th>EU Contribution: 1.5 MEUR</th>
</tr>
</thead>
</table>

### Overall Objective
To contribute in strengthening the administrative capacity of Cyprus Civil Service Organizations to implement the *acquis communautaire* and generally to operate effectively in the EU administrative context.

**Objectively verifiable indicators**
Improved capacity of the organizations involved in the project in functioning more effectively in the EU context by the end of the project.

**Sources of Verification**
Reports by the management of the participating organisations

### Project Purpose
To increase compliance of the administrative and institutional frameworks with the requirements of the *acquis communautaire* primarily in the sectors of Internal Market, Rural and Environmental Development/Fisheries.

**Objectively verifiable indicators**
About 150 learning activities successfully implemented in the specific sectors dealt with by the project

**Sources of Verification**
Progress reports by the Contractor
Reports by the Steering Committee.
Survey at the end of the project on increased participants’

**Assumptions**
Full commitment of the involved authorities.

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
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</thead>
</table>
| ▪ Analysis of the learning needs in the sectors dealt with by the project prepared (Activity 3.4.1)  
▪ Learning activities to meet the needs designed (Activity 3.4.2)  
▪ Master Plan for all learning activities compiled (Activity 3.4.2)  
▪ At least 150 learning activities successfully implemented (Activities 3.4.3 and 3.4.4) | A Learning Needs Analysis Report () prepared by July 2006  
Detailed designs of each learning activity prepared by September 2006  
Master Plan of all learning activities prepared by September 2006  
At least 2000 participations at the learning activities with completion rate of at least 80%, by the end of the project.  
About 800 officers involved from all participating organizations, by the end of the project | Steering Committee’s reports  
Progress reports by the consultants.  
Evaluation reports by the trainees of the training program after the completion by the Contractor  
Training Material  
Trainees certificates of attendance | Full commitment of management and staff to allow for time spent in training.  
Effective well organized training activities tailored to the needs of the participants.  
Selected participants remain in their jobs for the full duration of the project |

<table>
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<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
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</table>
| ▪ Conduct a Learning Needs Analysis in the | A service contract of 1.5 MEUR to provide all the services required by the project.  
The organization undertaking the project must | Successful tendering and contracting procedures |
| sectors dealt with by the project (3.4.1) | make available a multidisciplinary team of experts with competences on: |
| Design the learning activities (3.4.2) | (h) The appropriate content of the *Acquis Communautaire* and the specific decision-making and implementation processes of the policy areas for which the participating organizations have responsibility. |
| Implementation of each learning activity according to plan (3.4.3) | (i) Learning Needs Analysis methodologies. |
| Evaluation of each learning activity (3.4.4) | (j) The design of both classroom and work-based learning activities. |
| | (k) The preparation of learning materials. |
| | (l) The Organization of learning activities. |
| | (m) The delivery of learning activities (professional trainers). |
| | (n) The evaluation of learning activities at the various levels. |
| | In each field the experts involved must have |
| | (c) relevant academic and/or professional qualifications and |
| | (d) sufficient (minimum three years of) practical experience. |
| | Throughout the project the team of experts should work together closely with the Implementing Agency (including the Academy), the Directors and Learning Units of the Civil Service Organizations participating in the project in the steering committee. |
| | The experts will deliver about 430 training days |
## ANNEX 2

### DETAILED TIME IMPLEMENTATION CHART FOR THE PROJECT

<table>
<thead>
<tr>
<th>COMPONENT</th>
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<tr>
<td>Service Contract for the training of Cyprus Civil Service organizations on specialized European Union issues</td>
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<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tr>
<td>J J A O N D</td>
<td>D D D D C C I I I I I I I I I I I I I I I I I I I I I X</td>
<td>D = Design</td>
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**D** = Design  
**C** = Contracting  
**I** = Implementation  
**X** = Closure
CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE

All figures in million EURO

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<td>0,95</td>
<td>1,15</td>
<td>1,35</td>
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</tr>
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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.
Areas where the need for enhancement of the administrative capacity (including training) has been identified

Chapter 1: Free movement of goods

Concerning foodstuffs, administrative structures for the official control of foodstuffs are in place. However, the training of inspectors needs to be reinforced. Implementation of Hazard Analysis Critical Control Points (HACCP) and the control thereof as well as the training of inspectors need to be further enforced.

As regards public procurement, 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.

Chapter 2: Free movement of persons

In the field of mutual recognition of professional qualifications, as regards administrative capacity, implementation structures need to be strengthened. Cyprus is completing the preparatory steps for the creation of a national co-ordinator for providing information to EU citizens on the various regulated professions within the Ministry of Labour and Social Insurance. Additional staffing and training is needed.

In the area of citizens’ rights, the main administrative structures are in place but need to be further enhanced in terms of additional staffing and computerization within the Migration Department and the Public Registry of the Ministry of Interior.

With regard to co-ordination of social security systems, no transposition into national legislation is needed to achieve alignment with the acquis, but appropriate administrative capacity needs to be ensured. In this context, further work to develop the necessary administrative structures, in particular a substantial reinforcement of staff, needs to be completed and training needs to be continued.

Chapter 3: Freedom to provide services

The administrative capacity of the Department of Co-operative Development, i.e. the competent supervisory authority for the co-operative credit and savings societies, needs further strengthening, including completion of the computerisation process.
The supervisory authority (Insurance Companies Control Service) is staffed with competent personnel, but additional staff for the approved posts should be recruited and further training is needed.

Concerning the protection of personal data and the free movement of such data, Cyprus has reached a high level of alignment..... This authority would benefit from further strengthening with additional resources, especially more staff and training, to bring it in the position to be fully operational, particularly as regards on-site inspections.

As regards information-society services, only the rules on conditional access have been transposed. The more recent acquis on e-commerce still needs to be transposed and implemented before accession. The building-up of the necessary administrative capacity for the implementation of these directives needs to be accelerated.

Chapter 4: Free movement of capital

As regards money laundering......the reinforcement of the Unit for Combating Money Laundering (MOKAS) should be completed with additional recruitment. The Central Bank and MOKAS should continue to promote money laundering awareness issues and training, particularly with the Money Laundering Compliance Officers.

Chapter 5: Company Law

With regard to company law: As regards administrative capacity, the recruitment of 34 new staff at various levels to boost the Department of the Registrar of Companies and Official Receiver (DRCOR) approved by House of Representatives in July 2003, remains to be completed.

As regards enforcement of Intellectual Property Rights, administrative structures are largely in place. .....Staffing has increased and training has been given but there remains a need to increase overall enforcement capacity. Training, in particular of judges and prosecutors needs to be intensified. Better coordination among enforcement bodies (in particular customs, police and judiciary) needs to be pursued.

Chapter 6: Competition Policy

Cyprus has the necessary implementing structure in place, and the Commission for the Protection of Competition (CPC) is functioning well. In view of the decentralized application of the antitrust rules under the EU's new procedural regulation, further strengthening of the administrative capacity would still be opportune. Further efforts are needed to raise awareness of the anti-trust rules of all market participants and to build up a credible and transparent competition culture. Special training for judges should be further developed.
In the field of **state aid**, Cyprus has adopted state aid rules covering the main principles of the *acquis*. Further efforts are needed to raise awareness of the state aid rules among all market participants and aid grantors. Cyprus must also pay further attention to training the judiciary.

**Chapter 7: Agriculture**

**Horizontal issues**

The Law establishing the **Paying Agency** has entered into force. Substantial work however remains in order to ensure the full establishment of the Paying Agency before accession, including staff appointments, development of procedures, agreements with delegated bodies and completion of IT structures.

The Ministry of Commerce, Industry and Tourism has been designated as the competent authority for implementing the **trade mechanisms** under the responsibility of the Paying Agency. The relevant control tasks will be under the responsibility of the customs services. However, administrative structures and procedures remain to be established and work needs urgently to be accelerated.

The responsibility of **quality policy** and **organic farming** rests with the Department of Agriculture which will need to be further strengthened in terms of staffing and training in this area. Legislation is mainly in place.

**Common market organisations**

For **arable crops** the bodies responsible for intervention, export/import licences, inspection and authorisation of payments have been designated, although actual administrative capacity remains to be established.

Legislative measures have been adopted regarding carcass classification and price reporting for **beefmeat, sheepmeat and pigmeat** as well as for beefmeat labelling. The establishment of appropriate administrative structures is however delayed. Controls on carcass classification need to be reinforced.

**Chapter 8: Fisheries**

Cyprus needs to complete the Fishing Vessel Register and proceed with the strengthening of administrative capacity for **structural actions**.

The Vessel Monitoring System (VMS) is still to be established. Administrative capacity needs to be strengthened, in particular as regards the Fishing Vessels Monitoring Centre.

**Chapter 9: Transport policy**

The necessary administrative structures in this area are in place, but the **road transport** control division of the Department of Road Transport needs to be further strengthened.
In the area of **air transport**, administrative capacity needs further strengthening.

In the field of **maritime transport**, the relevant administrative structures in this area are in place, but need further strengthening.

Cyprus is essentially meeting the requirements arising from the negotiations as regards **trans-European transport networks**, where administrative capacity needs to be strengthened.

**Chapter 10: Taxation**

The Central Liaison Office (CLO) is operational and the Excise Liaison Office (ELO) is in the process of being established.

**Chapter 13: Social policy and employment**

In the area of **health and safety at work**, The National Labour Inspectorate is in place. Additional posts have been approved and the recruitment of inspectors is ongoing. Further strengthening in terms of technical facilities is needed, too. Particular attention should be paid to the application of the **acquis** in small and mediumsized enterprises.

As regards the **European Social Fund (ESF)**, the administrative framework is in place. The management structures to implement the programme need to be set up without delay. The capacity of the Ministry of Labour and Social Affairs (one of the intermediate bodies for the human resource development priority) should be strengthened to effectively monitor, evaluate and financially manage the fund. Preparations for participating in the transnational operations of the EQUAL initiative need to be reinforced.

**Chapter 14: Energy**

Cyprus should accelerate its efforts to de facto establish the Energy Regulatory Authority, while in general it needs to continue to further strengthen administrative capacity in the energy sector. On security of supply, Cyprus must urgently adopt the required implementing legislation. In addition, it must urgently set up the required administrative capacity and build up oil stocks in line with its commitments.

**Chapter 15: Industrial policy**

Cyprus’ **industrial strategy** essentially complies with the concepts and principles of EC industrial policy, i.e. it is market-based, stable and predictable. The industrial policy guidelines should be further implemented. The necessary administrative structures in this area are in place, but are still weak.

In the area of **restructuring and privatisation**, Cyprus should ensure that its industrial policy is implemented in conformity with the EC state aid and competition rules in order
to create efficient and competitive firms. The main administrative structures for implementation in this sector are in place, but remain to be strengthened.

**Chapter 18: Education and training**

The implementing capacity for Community programmes will need to be enhanced to benefit from additional allocations for decentralised actions following accession.

**Chapter 19: Telecommunications and information technologies**

The administrative capacity in this sector has been strengthened, by completing the recruitment of the staff of the Office of the Commissioner of Telecommunications and Postal Regulation; its effectiveness in implementing fair competition needs to be ensured.

**Chapter 20: Culture and audio-visual policy**

Administrative capacity for implementation of the audio-visual *acquis* is satisfactory but the Regulatory Body should continue to be strengthened in order to ensure adequate monitoring for all broadcasters.

**Chapter 21: Regional policy and co-ordination of structural instruments**

Cyprus is partially meeting the commitments and requirements as regards institutional structures. Cyprus needs to address staffing needs in the implementation structures, clarify the division of responsibilities among the different bodies, and accelerate the preparation of manuals and training programmes.

**Chapter 22: Environment**

As regards waste management, legislation is in place and is in line with the *acquis*. Administrative capacities are in place, but require further strengthening.

**Chapter 23: Consumer and health protection**

With regard to safety-related measures Cyprus has completed alignment in most of the areas but still has to transpose the revised directive on general product safety. The administrative structures are in place but need to be strengthened.

Market surveillance relating to general product safety is well developed. .....Cyprus has created the relevant policy, management structures and information system. These structures should be strengthened in terms of both financial and human resources.

As regards non-safety related measures, there is a need to further develop and strengthen the administrative structure with regard to arbitration bodies, which play an important role in solving consumer cases.
**Chapter 24: Justice and Home Affairs**

In the field of data protection, the legal framework is in place, but the Office of the Commissioner for Data Protection needs to become fully operational to fulfil all the obligations arising from the acquis. Although additional staff has been recruited in July, reinforcement of the Office needs to be continued.

Cyprus has aligned its visa policy - As regards implementation and administrative capacity further efforts are needed in relation to infrastructure and recruitment of staff.

In the area of migration, administrative structures are in place but a coherent training system for all migration services needs to be continued as regards in particular the fight against illegal employment.

Although Cyprus has recently recruited additional temporary staff and is envisaging new amendments in order to make the administrative framework for asylum procedures more efficient, a speedy and efficient asylum procedure is not fully established. Cyprus should accelerate its envisaged measures considerably. In September 2003 the Council of ministers approved the internal rules and functional procedures of the reception centre in Kofinou. However the centre is not yet operational. Cyprus should continue its preparation (technical and organisational) for active participation in EURODAC and Dublinet, including the establishment of the corresponding National Action Points, in order to ensure full implementation by accession.

On the fight against drugs, Cyprus has completed the National Anti Drug Strategy. However, this Strategy will be reviewed with support of Member States experts. Adoption and implementation needs further attention, including the necessary administrative capacity and the allocation of sufficient financial resources. The institutional infrastructure of the National Focal Point for the future co-operation with the European Monitoring Centre for Drugs and Drug Addiction needs to be further strengthened particularly as regards the recruitment of additional personnel.

As regards money laundering, Administrative capacity needs further monitoring and strengthening. Cyprus should continue to promote money laundering awareness issues and training (see also Chapter 4– Free movement of capital).

In the area of judicial co-operation in civil and criminal matters.....Administrative structures for direct contacts between competent judicial authorities are in place and need to be further strengthened.

**Chapter 25: Customs union**

The preparation of the necessary administrative and operational capacity is on track. Specific training on all elements of the acquis planned for customs staff (and in some
cases, traders) for the period October 2003-January 2004 remains to be completed. Customs services' capacity to combat fraud and economic crime, in close co-operation with other enforcement bodies, should continue to be strengthened.

Chapter 28: Financial control

The newly independent Internal Audit Service needs to be adequately staffed in a permanent manner, and the relevant training strategy implemented.

In the area of the protection of EC financial interests, .....the AFCOS' operational capacity should be further reinforced.

As regards control over structural action expenditure, framework and implementing legislation in Cyprus is in place and in line with the acquis. Further work needs to be done in order to enhance the capacity of the Cypriot administration in the field of monitoring and evaluation.

Chapter 29: Financial and budgetary provisions

As regards the traditional own resources (TOR), a national reporting system on cases of fraud and irregularity has been established in Cyprus but fine-tuning of the procedures for reporting to the Commission in line with the OWNRES system is required. Procedures and systems for the A and B accounts in line with the EC system still need to be established. In this respect, the customs clearance and accounting system needs to be developed according to schedule.

Cyprus must develop further its ability to correctly calculate the VAT-based resource, in particular as regards the calculation of the weighted average rate in accordance with ESA95.

For calculation of the GNI-based resource, continued efforts are needed to further improve the quality and reliability of the national accounts and GNI calculations in line with ESA95, including their exhaustiveness.

CONCLUSION

As regards overall administrative and judicial capacity, sufficient conditions are in place for the implementation of the acquis by the Cypriot public administration and judiciary, but there is room for further improvements.

In the field of public administration, the impartial character of the civil service needs to be strengthened and weaknesses as regards training and staffing concerning a number of bodies implementing the acquis need to be addressed.
## Sectors Profile as regards Training Needs

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<td>▪ Cyprus Radio-television Authority</td>
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<td>Freedom, Security and Justice</td>
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<td>Data protection</td>
<td>Data protection issues in order to fulfil all obligations arising from the acquis</td>
<td>Office of the Commissioner of Personal Character Data Protection</td>
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<td>Visa policy</td>
<td>Implementation of visa policy in compliance with EU requirements</td>
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<td></td>
<td>Migration</td>
<td>Migration issues including, in particular, the fight against illegal employment</td>
<td>Ministry of Interior (Administration), Migration Department, Ministry of Interior, Asylum Service, Ministry of Interior, Cyprus Police, Ministry of Justice and Public Order, Department of Labour, Ministry of Labour and Social Insurance</td>
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<td>Asylum procedures</td>
<td>Issues related to the establishment and implementation of speedy and efficient asylum procedures</td>
<td>Asylum Service, Ministry of Interior, Cyprus Police, Ministry of Justice and Public Order</td>
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<td>Fight against drugs</td>
<td>Fight against drugs at a national level and co-operation with involved parties at a European level</td>
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<td>▪ Unit for Combating Money Laundering ▪ Central Bank of Cyprus</td>
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<td>Internal financial control and protection of EC financial interests</td>
<td>Issues related to the effective protection of EC financial interests</td>
<td>Anti-Fraud Co-ordination Structure composed of the following Services:  ▪ Attorney General’s Office (contact point)  ▪ Auditor General  ▪ Accountant General  ▪ Department of Customs and Excise, Ministry of Finance  ▪ Cyprus Police, Ministry of Justice and Public Order</td>
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|         |          | Monitoring and evaluation of structural action expenditure | - Procedures for reporting to the Commission of fraud and irregularity  
- Improvement of the ability to correctly calculate the VAT-based resources  
- Improvement of the quality and reliability of the national accounts and GNI calculations | Planning Bureau  
Treasury |
| Financial and Budgetary Provisions |          | Creation of appropriate administrative capacity for financial matters | - Procedures for reporting to the Commission of fraud and irregularity  
- Improvement of the ability to correctly calculate the VAT-based resources  
- Improvement of the quality and reliability of the national accounts and GNI calculations | Ministry of Finance (Administration-Budget Directorate)  
Customs and Excise Department (Ministry of Finance)  
VAT Service, Ministry of Finance  
Cyprus Statistical Service, Ministry of Finance |