1. Basic Information

1.1 Désirée Number: LE01.02.04

1.2 Title: Twinning light

1.3 Sector: Various / Administrative Capacity

1.4 Location: Latvia

2. Objectives

2.1 Overall Objective(s): Strengthening the institutions and administrative capacity for the full application of the acquis communautaire

2.2 Project purpose:

- Completion of some specific urgent, unforeseen institution building tasks emerging in the course of the accession negotiation process or of other high priority tasks identified in the Accession Partnership and NPAA

2.3 Accession Partnership and NPAA priority

The Accession Partnership in its chapter 3.2 Medium Term Priorities requires the improvement of the capacity of public administration to implement and manage the acquis”. Also the NPAA in its chapter B.1 stresses that by 2002, based on the outlined schedule and relying on the achievements so far, Latvia will be able to meet the EU requirements pertaining to the public administration capable of enforcing, at adequate standards, the Acquis Communautaire.

2.4 Contribution to National Development Plan

Not Applicable

2.5 Cross Border Impact

Not Applicable

3. Description

3.1 Background and justification:

Latvia has been the beneficiary of the full scale twinning instrument since 1998. A number of institution building projects have been or are being completed successfully with the assistance of Member States experts. However, as also pointed out in the independent assessment of the twinning instrument carried out by the European Commission services – there is a clear demand to establish an institution building instrument to address specific well-circumscribed self contained subjects of limited scope. The twinning light facility will provide the possibility to respond to emerging tasks in a more flexible and immediate way. Within the National PHARE budget an unspecified envelope will be earmarked from which projects to be implemented with the twinning light tool can be financed. In particular, projects will be supported in those areas in which an
urgent or unforeseen task would come up during the accession negotiations or which have a high priority, and the scope of which does not justify a full scale twinning project.

3.2 Linked activities:

- All institution building projects financed by PHARE since 1998
- The TAIEX Multi-beneficiary Programme, which acts as a complement to the national Phare programmes and is coordinated with them, responding to individual requests not covered in these programmes by tailor-made actions for each country in all fields of the *acquis*.
- SIGMA Muti-beneficiary Programme, which advises on the modernisation of general management systems of public institutions, oriented to accession priorities and complementing National Programmes for Institution Building and twinning.

3.3 Results:

- *Concrete administrative structures and management systems in place which satisfy the requirements of the acquis communautaire for a number of areas of limited scope*

3.4 Activities:

An envelope for as yet unspecified *twinning light* projects (approximately 3-5) will be established.

Funded projects will rest on a number of fundamental principles:

- projects will be based on priorities identified in the Accession Partnership and NPAA or emerge from the ongoing negotiation process. There will be cases where the relationship with the acquis will be concretely established, but there might also be cases, where twinning light is the most suitable method for the achievement of a desired result in a broader sense of the acquis or in fulfillment of the Copenhagen criteria

- The project will target very specific areas of limited scope and where the need for adaptation to EU standards is restricted.

- the project targets a concrete, operational guaranteed result

  the beneficiary lays out a clear work programme, how it intends to achieve the result and what means it will deploy. The project should make the commitment of the beneficiary to achieve the guaranteed result explicit.

- The input required from the MS partner involves a series of short missions executed by selected officials (civil servants) staying in Latvia for two weeks or longer periods. The services of MS may also include appraisal of regulatory texts, supply of documentation, workshops, seminars and visits if so required.

- Projects need to be self-contained and cannot be used to supplement full twinning projects

- The *ceiling* per project is maximum 150.000 Euro

- The duration of the project is maximum 6 months/contract
All projects should be in full compliance with the Commission’s guidelines “Procedures for twinning light”

4. **Institutional Framework**

The beneficiaries of funds out of the unspecified envelope for twinning light projects will be different institutions applying for financial support. Decision on projects to be submitted for financing within the budget will be taken by the Steering Committee responsible for co-ordination of preparation of the Phare programme headed by the Secretariat of Minister for Special assignment for Cooperation with International Financial Agencies and complying furthermore from the Ministry of Foreign Affairs, European integration bureau and Ministry of Finance. This existing executive body supervises the programming and implementation of PHARE programme preparation and is responsible for setting priorities for each National Programme. The Steering Committee will make the first selection and decide on which proposals will be submitted to the Delegation of the European Commission to Latvia. From there on the procedures will follow what provided for in the “Procedure for twinning light”.

5. **Detailed Budget (in MEUR)**

<table>
<thead>
<tr>
<th>Phare Support</th>
<th>Investment Support</th>
<th>Institution Building</th>
<th>Total Phare ((=I+IB))</th>
<th>National Cofinancing*</th>
<th>IFI *</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Twinning light facility</td>
<td>0.4</td>
<td>0.4</td>
<td>0.04*</td>
<td>0.44</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>0.4</td>
<td>0.4</td>
<td>0.04</td>
<td>0.44</td>
<td></td>
</tr>
</tbody>
</table>

* - minimum 10% of co-financing will have to be provided for each project

6. **Implementation Arrangements**

6.1. The financial management of the envelope will be carried out by the CFCU.

Implementing Agency : Central Financing and Contracting Unit, PAO Ms. Valentina Andrejeva, State Secretary, Ministry of Finance,

SPO: National Contact Point, European Integration Bureau, Director Mr.E.Kusners

6.2 Twinning

Beneficiary institutions are not determined, due to the nature of the envelope.
For the twinning light projects, the beneficiary institution shall be solely and entirely responsible for the overall output (guaranteed result) and the majority of the inputs necessary to achieve it.

6.3 Non-standard aspects

The Practical Guide for Phare, ISPA and SAPARD contract procedures and the specific twinning light rules will strictly be followed.

6.4 Contracts
It is envisaged that between 3 and 5 actions will be financed out of the envelope.

7. **Implementation Schedule**

7.1 Start of tendering/call for proposals

Continuously. (First possible tendering: IV quarter 2001)

7.2 Start of project activity

Twinning light contracts may only be signed after the signature of the Financing Memorandum for the Phare 2001 National Programme. (Last project must start at least 2 months before the expiry date of the contracting period.)

7.3 Project Completion

Projects must be completed before the expiry date of the Financing Memorandum for the Phare 2001 National Programme.

8. **Equal Opportunity**

Equal opportunity for men and women will be guaranteed.

9. **Environment**

Not applicable.

10. **Rates of return**

Not applicable.

11. **Investment criteria**

Not applicable.

12. **Conditionality and sequencing**

The envelope will be actually used only if there are enough concrete applications fulfilling the criteria identified.

The beneficiary institutions are bound to provide the twinning partner with adequate staff and other resources (including translation and interpretation) to operate effectively. The full commitment and participation of senior management of the beneficiary institution is required for the implementation of the projects.

The sequencing is subjected to the deliberations of the Steering Committee meetings. In order to have clear rules of the Steering Committee, its internal regulations should be established before the signature of the Financing Memorandum for the Phare 2001 National Programme.
ANNEXES TO PROJECT FICHE

LOGICAL FRAMEWORK MATRIX IN STANDARD FORMAT

1. Detailed implementation chart
2. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)
3. Reference to feasibility /pre-feasibility studies.
4. Reference to relevant Government Strategic plans and studies
### Twinning Light Facility

#### LOGFRAME PLANNING MATRIX FOR Project

<table>
<thead>
<tr>
<th>Project</th>
<th>Programme name and number</th>
<th>LE.01.xx.04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TWINNING LIGHT unspecified envelope</strong></td>
<td>Contracting period expires</td>
<td>Disbursement period expires</td>
</tr>
<tr>
<td><strong>Overall objective</strong></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Sources of Verification</strong></td>
</tr>
<tr>
<td>• Strengthening the institutions and administrative capacity for the full application of the acquis communautaire</td>
<td>• Increasing number of Hungarian institutions completely ready to apply the acquis communautaire</td>
<td>Accession partnership Regular Report</td>
</tr>
<tr>
<td><strong>Project purpose</strong></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Sources of Verification</strong></td>
</tr>
<tr>
<td>• Completion of some specific urgent, unforeseen tasks emerging in the course of the accession negotiations or to other high priority tasks identified in the Accession Partnership and NPAA</td>
<td>• Acceleration of the progress within ministries/institutions towards meeting the requirements of the acquis</td>
<td>• Minutes of the monthly project review report • Monitoring reports • Regular report</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Sources of Verification</strong></td>
</tr>
<tr>
<td>• Member State expertise will be provided for a certain number of projects in specific areas with limited scope</td>
<td>• By the end of 2002 specific identified tasks have been completed with the help of MS experts</td>
<td>• twinning light experts reports • Monitoring reports</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td><strong>Means</strong></td>
<td><strong>Assumptions</strong></td>
</tr>
<tr>
<td>• Establishment of a facility providing Twinning Light expertise</td>
<td>• An unattributed envelope will be earmarked from which a number of projects will be financed</td>
<td>• Appropriate twinning partners will be found</td>
</tr>
</tbody>
</table>

**Preconditions**

- The beneficiaries allocate appropriate human & financial resources to the specific task
- Full participation of senior management

**Preconditions**

- Detailed twinning light procedure elaborated
- The Steering Committee should be established before signature of the FM for the Phare 2001 NP

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**Total budget : 440 000**

**Phare budget : Euro400 000**
Twinning Light Facility

Detailed implementation chart

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<tbody>
<tr>
<td>Twinning Light</td>
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</tbody>
</table>

T: Tendering and contracting
I: Implementation

Due to the nature of the facility the various phases of the project cycle will most probably run parallel contract by contract.
CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Twinning Light Facility</td>
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<tr>
<td>Disbursement</td>
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<td>0.2</td>
<td></td>
<td></td>
<td>0.3</td>
<td></td>
<td>0.4</td>
</tr>
</tbody>
</table>

Due to the nature of the facility the contracting and disbursement schedule can be an estimation only.
Reference to feasibility /pre-feasibility studies.

The feasibility of projects will be examined on the basis of the Accession Partnership and the NPAA. Only projects responding to priorities set in this document will be taken into consideration.
Reference to relevant Government Strategic plans and studies

The National Programm for the Adoption of the Acquis is the strategic document to which reference has to be made in all applications.