1. **Basic Information:**

   1.1. **CRIS Number:** 2002/000-580-01-03  
   Twinning number: PL/IB/2002/OT/02

   1.2. **Title:** Preparation for the Cohesion Fund

   1.3. **Sector:** Public Sector

   1.4. **Location:** Poland

2. **Objectives**

2.1. **Overall objective**

   Effective participation of Poland in the EU cohesion policy.

2.2. **Project purpose/immediate objective**

   - Development of capacity in the Ministry of Economy (Managing Authority) for the general management and coordination of Cohesion Fund.
   - Improvement of capacity for the efficient selection of Cohesion Fund projects in the sectoral ministries and the bodies responsible for implementation.
   - Improvement of capacity for the efficient preparation of Cohesion Fund projects in the sectoral ministries, the bodies responsible for implementation and the final beneficiaries.
   - Improvement of capacity for the efficient implementation of Cohesion Fund projects in the bodies responsible for implementation and the final beneficiaries.

2.3. **AP and NPAA priorities**

   The project is in line with the AP and the NPAA. Under the heading “Regional policy and co-ordination of structural instruments” in the AP the following priorities are defined:

   - defining the bodies in charge of implementation of Structural Funds (SF) and the Cohesion Fund, in particular the Managing and Paying Authorities; establishing a clear division of responsibilities,
   - improving the budgetary system according to SF standards; establishing financial control arrangements for SF management, establishing and properly staff future Managing and Paying Authorities for SF management,
   - develop the technical preparation of projects eligible for SF and Cohesion Funds assistance

   The NPAA has a priority on “establishing of a legal and institutional framework and mechanisms for programming, managing, monitoring, controlling the regional and cohesion policy in compliance with the community requirements”.

2.4. **Contribution to the National Development Plan**

   Further development of programming and implementation capacities of the public administration which will be involved in the implementation of the Community Support Framework, will contribute directly to the effective implementation of the National Development Plan.

2.5. **Cross Border Impact**

   n/a

3. **Description**

3.1. **Background and justification**

   With the accession of Poland to the European Union, Poland will under the current programming period be eligible for the EU Cohesion Fund. Therefore, by the end of 2003 it is necessary to create a system complying with:

   - Council Regulation (EC) 1264/1999 amending Regulation (EC)1164/64 establishing a Cohesion Fund,
   - Commission Regulation (EC) 1831/94 of 26 July 1994 concerning irregularities and the recovery of sums wrongly paid in connection with the financing of the Cohesion Fund and the organisation of an information system in this field
   - Council Regulation (EC) 2185/96 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities’ financial interests against fraud and other irregularities
• Commission Decision 445/96/EC of 25 June 1996 concerning information and publicity measures to be carried out by the Member States and the Commission concerning the activities of the Cohesion Fund under Council Regulation (EC) No 1164/94.

Relevant Polish legislation is enumerated in Annex 5.

Following requirements of the amended Council Regulation (EC) 1264/1994, in the course of implementation of Cohesion Fund focus should be put on practical application of compatibility with EU rules and policies:

- Improved financial management and control systems
- Improved projects identification
- Financial and economic analysis (including financial engineering and CBA)
- Environmental aspects (including environmental impact assessment)
- Effective application of the polluter pays principle
- Increasing use of private finance

As the current EU pre-accession ISPA programme may be considered as a front runner to the Cohesion Fund, the experience with the ISPA programme gathered during the last two years provides a relevant basis for the preparation of Poland for efficient absorption of Cohesion Fund. The proximity of ISPA and the Cohesion Fund refers as well to the sectoral orientation with its focus on investments in the area of environment and transport but also to the concept of the ISPA programme which focuses on bigger investments. Furthermore the structures according to which ISPA is programmed and implemented in Poland may be expected to be similar to the future Cohesion Fund structures. This means in first place that most of the present players within these structures may be expected to play - after accession of Poland to the EU - also in the framework of the Cohesion Fund a substantial role.

As far as management and control system preparation are concerned, Poland applied for ISPA funds to finance necessary audits and relevant expertise for supporting steps towards the Extended Decentralised Implementation System. EDIS will cover current ISPA structure: Ministry of Finance (National Fund), Ministries of Infrastructure and Environment, IA and Office of the Committee for European Integration (NIC). EDIS should enable Poland to adjust management and control functions to carry out ISPA projects without ex-ante control performed by the European Commission. EDIS support does not cover Ministry of Economy (MoE), due to the fact that currently MoE does not play any role in ISPA. Ministry of Economy according to the decision of the Council of Ministers will be responsible for general management and co-ordination of Cohesion Fund. Hence this project should assist Ministry of Economy in preparation to perform its future role in management of Cohesion Fund. It should be noted that the Office of the Committee for European Integration (NIC) will transfer all relevant experience worked out for ISPA to the Ministry of Economy which could be utilised in the process of preparation the general management of Cohesion Fund (eg. guidelines, monitoring sheets, checklists, administering the work of the Monitoring Committee).

During the past two years the below mentioned bottlenecks in the programming and implementation of ISPA projects a number of problems have become evident. Due to the a.m. proximity of ISPA to the Cohesion Fund it is of utmost importance to overcome these bottlenecks sooner possible and to increase management capacity of the public administration accordingly. The most important problems identified in the field of project application preparation in the environment sector once the national strategy had been set up refer to insufficiently prepared project applications which have led on their behalf to delays. The insufficient preparation refers in particular to weaknesses in the field of economic and financial analysis. Not only in view of EU requirements but also in view of the Municipalities’ and Water Companies’ economic and financial situation the proper economic and financial analysis of a project is of vital importance.

In the transport sector weaknesses in the field of project application preparation are also referring to the economic and financial analysis. These factors, however do not play such a vital role in the project set up as in the environment sector. This is partly due to the fact the ISPA and future Cohesion Fund approach are prioritising TINA and TEN investments.

In this context also the requirements of the appropriate application of the Polluter Pays Principle are currently not met (Technical Paper 1, Application of the Polluter Pays Principle Differentiating the Rates of the Community Assistance for Structural Funds, Cohesion Fund and ISPA Infrastructure Operations,
6.12.1999). An appropriate application of this rule, taking into account affordability aspects should be practised.

The weaknesses occur at all levels of programming so the ability to prepare economic and financial analysis should be delivered to the relevant sectoral ministries, implementing agencies, as well as to the potential beneficiaries, mainly in the environment sector. As a thorough analysis of economic, technical and sectoral aspects will be conducted at the level of each implementing agency and the sectoral ministries, it is not foreseen that similar appraisal will be repeated at the level of the Ministry of Economy. However, an adequate ability to check if a justified financial and economic solution has been provided should be done by the co-ordination level (Ministry of Economy), before an application is send to the Commission.

At the same time, it became clear that still a lot of problems exist in both sectors and particularly in the transport sector in the context of Environmental Impact Assessment (EIA), leading to substantial delays. According to Art. 1 Council Regulation (EC) 1265/99 there is a necessity to deliver the results of EIA with conformity to Community legislation. Hence substantial efforts are necessary so as to assure adequate consideration of EIAs in due time within the framework of project preparation so as not to lose time by lengthy reworking of project documentation.

In the field of project implementation lack of knowledge and understanding of competition and award of public contracts as well as their application may be considered one of the essential weaknesses. The current ISPA system is based on EU regulation i.e. the Practical Guide for Phare, ISPA and SAPARD contracts. However while implementing measures financed out of the Cohesion Fund national rules will be applied. At the same time, municipalities will have more responsibility in tendering and contracting. Hence the need becomes more evident. Down to earth support taking into consideration any relevant requirements is of utmost importance. This refers in particular to the elaboration of tender documents and the award procedures. Wherever possible and advisable the use of standards should be widely supported. Here any overlap with the Public Procurement Project under Phare 2002 (see 3.2. Linked activities) has to be avoided; instead synergetic effects should be ensured.

Furthermore, for both the environment and the transport sector, it becomes already clear by now that continuation of the present approach of project design may not assure the exhaustive and - in view of EU policies, rules and requirements - relevant absorption of Cohesion Fund means. The 1164 Regulation foresees that projects, stages or groups of projects might be financed out of the Cohesion Fund. Therefore, it is of utmost importance to develop further concepts of project design, making full use of the different types and stages of projects, which the Cohesion Fund allows to support. The knowledge relevant to this approach should not only be extended to the bodies responsible for implementation and the final beneficiaries, but also to the Ministries who should support this approach from a national point of view.

In this context also the necessity of spreading knowledge on Cohesion Fund compatible Public Private Partnerships concepts may be seen. In view of the difficult situation of public financing in Poland respectively the leverage effect Public Private Partnerships imply, and, in some cases, higher efficiency of implementation and operation which may be expected by private partners, Public Private Partnerships may be an essential contribution to a successful utilisation of Cohesion Fund means.

3.2. Linked activities

“Special Preparatory Programme for the structural funds in Poland” (SPP) under Phare '98 in the following components supported preparation for ISPA: supporting elaboration of the national transport strategy for ISPA, expertise for preparation of the administrative structure for ISPA units within Ministry of Environment and Ministry of Transport. Except those there has been no direct Phare support in Poland’s preparation to Cohesion Fund.

The support by ISPA Technical Assistance for EDIS will cover essential procedural issues relating to financial management and control functions of current ISPA implementation set up and should be considered as supplementary to this project.

ISPA Technical Assistance foreseen for building up a project pipeline plus preparation of documentation for the Cohesion Fund. This directly project related support may be regarded as complementation of the project at hand.
Under Phare 2002 related projects are being presented by the Polish side:
The project envisaged under Phare 2002 to be dedicated to the Paying Authority will include financial
and control management requirements also in the bodies responsible for implementation under the
Cohesion Fund.
The project “Strengthening the awareness of the public procurement rules” envisaged under Phare 2002
will contribute to spreading knowledge on procurement procedures in Polish law, as well as handling with
preparation of the tendering documentation. Measures under this project will be closely coordinated by
the PAA with those of the project at hand.

3.3. Results
The staff in charge of programming and implementation of future Cohesion Fund projects is adequately
trained and in a position to carry out respective responsibilities according to EU and Polish requirements.
In more detail, the following results are to be achieved:
• relevant organisational and functional structure in the MoE prepared
• procedures manual for Implementation and Administration of CF in Poland prepared
• Improved capacity in CF projects identification
• financial and economic assumptions and Polluters Pays Principle properly applied and
understood by the line ministries
• capability to prepare relevant financial and economic analysis with relevant application of Polluter
Pays Principle by the IA and potential Final beneficiaries of CF
• application of EIA on the basis of check lists elaborated for relevant institutions involved in project
preparation
• model tender and contracting documents prepared (including selection criteria and award
procedures) making use of existing efforts undertaken by the Public Procurement Office (taking
into consideration an envisaged World Bank project in this field) and by other entities involved
(e.g. Implementing Agencies).

3.4. Activities
Twinning
It is planned that under the twinning arrangement support will be provided by one long-term expert
(PAA), two mid term experts and possible short term expertise in competition/public procurement issues.

PAA will support the following activities:
• Co-ordination of activities run by experts in the Ministry of Environment and Ministry of Infrastructure
• Co-ordination and co-operation with other relevant projects under Phare 2002 supporting Ministry of
Finance and Office of Public Procurement.
• Co-operation with the Office of the Committee for European Integration to smoothly transfer the
existing ISPA experience to the Ministry of Economy.
• Identification of any gaps concerning Ministry of Economy to perform general management and co-
ordination function for CF.
• Support in the institutional development of adequate structures (applying necessary internal
procedures) within the Ministry of Economy with respect to its role.
• Assisting the Ministry of Economy to prepare procedures manual for implementation and
administration of CF in Poland on the basis of existing documents for ISPA.

Experts at the Ministry of Environment and Infrastructure
• quality control of all training materials
• guidelines for application of economic and financial analysis (focussing on general – i.e. not project
specific - aspects like assuring adequate and consistent economic, demographic and ecologic input
data into the analysis) for the sectoral ministries on the basis of training outcomes
• guidelines on application of EIA (including checklist) for sectoral ministries and Implementing
Agencies
• support in preparation of technical assistance relevant to sectoral issues

PAA profile:
The PAA should be at best from a Managing Authority for Cohesion Fund or other administration
involved in EU funding in a Member State, with a good understanding of the relevant Cohesion Fund
regulations. He/she should accordingly have a broad knowledge of EU requirements with respect to the
management of EU Funds with a particular emphasis on procedural aspects. The PAA should have at least a generalist's knowledge on relevant characteristics of the environment and the transport sector within the framework of EU funding, as far as financial, economic and environmental issues are concerned. Furthermore the PAA should be familiar with the basics of EU's Public Procurement requirements. He/she should have proven capacity in co-ordination of activities and actors. She/He should be fluent in English.

**Experts profile:**
The expert at the Ministry of Environment should be an environment sector specialist. He/she should be well acquainted by his/her professional background with general EU requirements (preferably experience in public administration) in the field of EU funding in the environment sector. The expert should in this field have a detailed knowledge on the Cohesion Fund appraisal requirements in the field of financial and economic analysis as well as on environmental and implementation issues. The expert should furthermore have experience in training. He/she should have proven capacity in co-ordination of activities and actors. She/He should be fluent in English.

The expert at the Ministry of Infrastructure should be a transport sector specialist. He/she should be well acquainted by his/her professional background with general EU requirements (preferably experience in public administration) in the field of EU funding in the transport sector. The expert should in this field have a detailed knowledge on the Cohesion Fund appraisal requirements in the field of financial and economic analysis as well as on environmental and implementation issues. The expert should furthermore have experience in training. He/she should have proven capacity in co-ordination of activities and actors. She/He should be fluent in English.

**Activities out of Technical Assistance:**
Technical Assistance activities (ca. 1500 expert days) should be carried out for each sector separately and under consideration of the specific roles the institutions involved play in the future Cohesion Fund projects.

1. Preparation of training materials
2. a) Training delivered through:
   - seminars (1-2 days)
   - work shops (1-2 weeks)
addressing the a.m. deficiencies in project preparation (Economic Analysis, Financial Analysis, Polluter Pays Principle, Environmental Impact Assessment), design of projects / concepts to be eligible under the Cohesion Fund Public, Private Partnerships within the framework of the Cohesion Fund and project implementation (elaboration of tender documents meeting requirements selection criteria, award procedures)

General training on public procurement based on standard documents (elaborated with the World Bank assistance) will be delivered under Phare 2002 projects *Strengthening the awareness of the public procurement rules.* Training on public procurement issues, delivered under this project will be focused on specific issues related to works and services eligible under Cohesion Fund. Particular attention in this regard will be paid to Public Private Partnerships in order to ensure their compatibility with Public Procurement requirements.

The training sessions should be organised taking into consideration two sectors.

**Environment sector:**
Programming
- central level (Ministry of Economy, Ministry of Environment, NFEP&WM) 12-16 workshops
- municipal and regional level (Municipalities / Final Beneficiaries and VFEP&WM 60-80 seminars

**Implementation**
- central level (Ministry of Economy, Ministry of Environment, NFEP&WM) 2-4 workshops
- municipal and regional level (Municipalities / Final Beneficiaries and VFEP&WM 2-4 seminars, 10-20 workshops

Seminars and workshops in the environment sector shall on the municipal level cover municipalities in Poland with more than 50,000 inhabitants( including all municipalities with more than 100,000 inhabitants); within these trainings also the respective needs of the Regional Funds for Environmental
Protection shall be addressed. The relevant central level entities comprise the Ministry of Economy, the Ministry of Environment and the National Fund for Environmental Protection.

Transport sector
Programming
- central level (Ministry of Economy, Ministry of Infrastructure, GDNR&FM, PKP/PLK) 16-20 workshops
- regional level (regional offices GDNR&FM) 2-4 work shops, 8-10 seminars
Implementation
- central level (Ministry of Economy, Ministry of Infrastructure, GDNR&FM, PKP/PLK) 2-4 workshops
- regional level (regional offices GDNR&FM) 2-4 seminars, 4-8 workshops

b) Preparation of 2 study visits for the transport sector for 2-3 persons from: Ministry of Infrastructure, GDNR&FM and PLK focused on acquainting with systems of transport projects preparation in two CF MS.

3. Coaching scheme – this arrangement will enable NFEP&WM, GDNR&FM and PLK developing the financial and economic assumptions for future CF measure to access on call the necessary counselling (“mentoring”) support. This approach shall also be applied in the field of implementation. It is foreseen to provide an individual expertise for participants of training after their completion. 200 expert days in the fields covered by the training (above). This expertise should be utilised as much as possible while preparation and implementation of future Cohesion Fund projects to work on individual cases.

4. Institutional framework
The Ministry of Economy, Regional Policy Department established in 2001 will be responsible for general coordination and management of Cohesion Fund in Poland. It will coordinate the implementation of activities undertaken within the project. It will be one of the beneficiaries of this project.

Ministry of Environment will responsible for management of environment priorities of the Cohesion Fund. It will be one of the project’s beneficiaries.

National Fund for Environmental Protection and Water Management (NFEP&WM) – will be one of the beneficiaries of this project, involved in preparation and implementation for the environmental projects co-financed by the Cohesion Fund.

The 16 Voivodship Funds for Environmental Protection and Water Management (VFEP&WM) will be beneficiaries of the project, who will participate in projects preparation for the Cohesion Fund.

Gminas will be beneficiaries who will have the role of the final beneficiaries in the Cohesion Fund implementation.

The Ministry of Infrastructure - will be one of the beneficiaries responsible for management of transport priorities of Cohesion Fund (road and rail sector). There was established a new structure (Department for Infrastructure Financing) that may consist of up 40 persons in 2003.

The General Directorate for National Roads and Motorways (GDNR&FM) - former General Directorate for Public Roads) will be responsible for road projects’ implementation. It consists of Headquarters in Warsaw and 16 Regional Divisions, in each voivodship. Some implementation responsibilities will be delegated from Headquarters to Regional Divisions. It is planned to create approximately 40-persons unit in Warsaw responsible for implementation of projects supported by external funds.

PKP Polish Railway Lines Joint Stock Company (PKP PLK S.A.) - Implementing Agency of the ISPA railway measures - will be one of the beneficiaries of the assistance. The technical assistance will particularly address to the Unit Implementing Railway Projects Co-financed by the European Union located in the Investment Bureau of the PKP PLK S.A.

The Office of the Committee for the European Integration (OCEI) is responsible for the overall co-ordination of management and monitoring of ISPA and beneficiary of the decentralisation process (EDISTA) of ISPA. Therefore, bearing in mind the necessity of preparation of a coherent system of implementation and co-ordination of Cohesion Fund, respective part of the Department for Co-ordination and Monitoring of Foreign Assistance will co-ordinate the project activity to aim at the utilisation of current ISPA experience in preparation for CF implementation. It requires relevant information and a reporting system from beneficiaries of the projects.
5. Detailed budget (in MEUR)

<table>
<thead>
<tr>
<th></th>
<th>Investment</th>
<th>IB</th>
<th>Total Phare (I+IB)</th>
<th>National Co-financing</th>
<th>IFI</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>Contract 1 (twinning)</td>
<td></td>
<td>1,00</td>
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<td>Contract 2 Technical Assistance</td>
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<td>0,10</td>
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<td>2,00</td>
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<td>2,20</td>
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</table>

6. Implementation Arrangement

6.1 Implementing Agency:
PAO: Krystyna Gurbiel
Under secretary of State, Office of the Committee for European Integration, Al. Ujazdowskie 9, 00-918 Warsaw, tel: +48 22 4555241, fax: +48 22 4555243.
CFCU: Central Financing and Contracting Unit “Cooperation Fund”, ul. Górnoślaska 4a, 00-444 Warsaw; tel: 4822 622 84 64; fax: 4822 622 72 12

The CFCU is responsible for handling tendering, contracting and payments of contracts on behalf of the Ministry of Economy which itself shall be responsible for preparing projects and managing their technical implementation.

6.2. Twinning
Activities within contract 1 will be implemented in the framework of twinning. Twinning package will consist of one PAA 18 months in the Ministry of Economy, Regional Programming Department and experts in the Ministries of Environment and Infrastructure.

**Twinning contact persons:**
Mr Piotr Zuber, Director, Regional Programming Department, Ministry of Economy
Tel. (48 22) 661 87 80  Fax (48 22) 661 91 48

6.3. Non-standard aspects
not applicable. Implementation according to DIS manual.

6.4. Contracts
Contract 1: Twinning Covenant 1,00 mln Euro + Polish co – financing 0,1 mln Euro
Contract 2: Technical Assistance 1,00 mln Euro + Polish joint co – financing 0,1 mln Euro

7. Implementation schedule:
7.1. start of tendering / call of proposals:
  Twinning Covenant: 4th quarter 2002
  Technical Assistance: 1st quarter 2003
7.2. start of project activities:
  Twinning Covenant: 2nd quarter 2003
  Technical Assistance 3rd quarter 2003
7.3. project completion: 3rd quarter 2004

8. Equal opportunities
Male and female participation in the project will be based on the relevant standards of the European Union and will be assured by official announcements published in order to recruit the personnel needed for carrying out the project; the main criterion for staff recruitment will be appropriate qualifications and experience. Both women and men will have equal opportunities and salaries.

9. Environmental impact n/a
10. Rates of return n/a
11. Investment criteria n/a
12. Conditionalities and sequencing
  - Signature of Financing Memorandum until the end of 2002
  - Twinning Covenant signed until 1st quarter 2003
Planning is based on the assumption that adequate organizational structures for CF Management are basically set up.

Planning is based on the assumption that a considerable overlap in time allows for synergetic cooperation with the Phare 2002 Public Procurement Project.

Planning is based on the assumption that professionals staff may be recruited for project execution.

Successful implementation of the project depends on the appropriate co-ordination of project activities, effective co-operation and commitment of all institutions involved in project implementation.
### Annex 1: LOGFRAME PLANNING MATRIX FOR PROGRAMME

<table>
<thead>
<tr>
<th>01.03 Preparation for the Cohesion Fund</th>
<th>Contracting till 30/11/04</th>
<th>Disbursement till 30/11/05</th>
<th>Total budget: 2.2M€</th>
<th>Phare: 2M€</th>
</tr>
</thead>
</table>

#### Overall objective

**Effective participation of Poland in the EU cohesion policy.**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Verifiable Indicators</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>The EU decision concerning the CF support for Poland.</td>
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</tbody>
</table>

#### Project purpose (Immediate Objectives)

1. Development of capacity in the Ministry of Economy (Managing Authority) for the general management and coordination of Cohesion Fund.
2. Improvement of capacity for the efficient selection of Cohesion Fund projects in the sectoral ministries and the bodies responsible for implementation.
3. Improvement of capacity for the efficient preparation of Cohesion Fund projects in the sectoral ministries, the bodies responsible for implementation and the final beneficiaries.
4. Improvement of capacity for the efficient implementation of Cohesion Fund projects in the bodies responsible for implementation and the final beneficiaries.

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<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Audit report</td>
<td>Commitment of all stakeholders to work in concerted way</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reports on programmes</td>
<td>Need for actual implementation of recommendations produced within a project (for instance: the decisions on organisational changes, competencies of institutions)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Action Plan implementation</td>
<td>Reports on preparation to CF structures and pipeline for the CIE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regular Report</td>
<td></td>
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</tbody>
</table>

#### Results

2. Procedures manual for Implementation and Administration of CF in Poland prepared.
3. Improved capacity in CF projects identification.
4. Financial and economic assumptions and Polluters Pays Principle properly applied and understood by the line ministries.
5. Capability to prepare relevant financial and economic analysis with relevant application of Polluter Pays Principle by the IA and potential Final beneficiaries of CF.
6. Application of EIA on the basis of check lists elaborated for relevant institutions in projects.
7. Model tender and contracting documents prepared (including selection criteria and award procedures) making use of existing efforts undertaken by the Public Procurement Office (taking into consideration an envisaged World Bank project in this field) and by other entities involved (e.g. Implementing Agencies).

<table>
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<th>Assumptions and Risks</th>
</tr>
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<tr>
<td></td>
<td></td>
<td>Reports on programmes Implementation</td>
<td>Links with Phare 2002 projects on Public procurement and supporting Paying Authority established.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Action Plan implementation</td>
<td>Quality of experts under TA and Twining ready to deliver proper expertise on time.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regular Report</td>
<td>Quality and a number of staff working in central administration devoted to cooperation with delivery of training for regional authorities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Committee PAA reports</td>
<td>Commitment of the central and regional authorities to participate in training scheme.</td>
</tr>
</tbody>
</table>
Activities
Analyses and recommendations
Preparation of documents
Preparation of training materials
Training
Coaching scheme - advisory

Means
Twinning (PAA, experts, study visits)
TA

Assumptions and Risks
Quality and a number of staff working in central administration and in other involved institutions.
Commitment of the national and regional authorities to implement programmes on HRD
Commitment of the central and regional authorities to participate with training scheme

Preconditions
"Quality" and number of staff working in the MoE, MoI, MoE and the relevant IA sufficient

<table>
<thead>
<tr>
<th>ANNEX No. 2-3: Cumulative implementation, contracting and disbursement schedule</th>
<th>Date of Drafting</th>
<th>19.04.2002</th>
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<td>01.03 Preparation for the Cohesion Fund</td>
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<th>PLANNED</th>
<th>Budget Cost Estimate M€</th>
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<td>I</td>
<td>II</td>
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<tr>
<td>Implementation</td>
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<td>Contracting</td>
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<tr>
<td>Disbursement</td>
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01.03 Preparation for the Cohesion Fund - p. 10