1. **Basic information**
   1.2. Title: Institution Building for the Financial Instrument for Fisheries Guidance (FIFG)
   1.3. Sector: Fisheries Administration
   1.4. Location: Poland

2. **Objectives**

2.1. **Overall objective**
Strengthening of the public fisheries administration in Poland to EDIS standards for its effective participation in the EU structural policy for the fisheries sector and FIFG management and implementation.

2.2. **Immediate objectives:**
- Development of the programming, management, monitoring, evaluation and control capabilities and capacities of the future managing authority in the Ministry of Agriculture and Rural Development.
- Strengthening of selected institutions for their future role in implementing relevant tasks under FIFG assistance, including foremost building a skill base for socio-economic project analysis, environmental impact assessment, implementing tendering and grant aiding procedures.
- Development of specific capabilities of the FIFG control and monitoring unit responsible primarily for the control of the eligibility of expenditures from the FIFG funds.
- Enhancement of the social economic partners’ participation in the process of programming and implementation of FIFG funds.
- Enhancement of the capabilities of the future beneficiaries to meet requirements concerning preparation of projects.

2.3. **Accession Partnership and NPAA Priorities**
The project is in line with the AP and NPAA and addresses short and medium-term priorities of the AP. The short-term priority is defined under the headings related to the reinforcement of administrative and judicial capacity, including management and control of EU funds and regional policy and co-ordination of structural instruments. This involves sector specific actions within the overall framework including the elaboration of the National Development Plan; clarifying the organisation of the administrative structures dealing with specific structural policies; improving the budgetary system according to structural funds standards, including appraisal and evaluation; developing project pipelines. The NPAA includes the priority action on the creation of the legal institutional basis, as well as mechanisms, to monitor and control the sectoral policy in compliance with solutions adopted by the European Union.

2.4. **Contribution to the National Development Plan**
The project will contribute directly to the effective implementation of the National Development Plan – through further development of the programming, administrative and institutional capacities of the public administration, that will in the future manage, control and evaluate, and implement FIFG eligible actions under the Community Support Framework and operational programmes.

3. **Description**

3.1. **Background and justification**
The National Programme for the Adoption of the Acquis (NPAA) defines fisheries as a priority sector of the Polish economy. Nominal catches were at the level of 286 thousands tonnes in 1998. The fisheries contribution to GDP amounted to 0.07% in 1998. The overall level of employment in the fisheries sector in Poland is 40 000 people. That includes fishing, services, processing, wholesale and retail trade. Polish coastal regions are highly dependent on the traditional fisheries sector because of the high rate of unemployment in the area, dominated to a large extent by structural problems in a post-state farm environment. The Baltic fleet consists of 949 fishing boats and 426 cutters, while the deep – sea fleet consists of 15 trawlers. The Polish fleet is located in 15 ports, practically all of which require a re-invention of their role and upgrading of facilities to meet such a new role. The inland fisheries sector remains underdeveloped and fragmented. Major restructuring efforts will have to be made in the currently noncompetitive and declining sector, as Poland will attempt to reach targets in the areas of:
- achieving a lasting balance between the fish stocks and their exploitation;
- strengthening sectoral competitiveness and developing economically viable businesses, market development, improvement of product quality and technological modernisation;
• support to the economic development of regions dependent on fisheries and provision of measures helping to alleviate the social costs of restructuring with respect to fishermen.

Poland’s structural policy in the fisheries sector (Polish Fisheries Structural Policy 2001 to 2006) is based on the following assumptions:

- Poland’s readiness for accession to the EU will be achieved by 31 December 2003. In the pre-accession period, Poland will fulfil all of the obligations arising out of the negotiation position in the fisheries sector, adopted by the Polish Government in February 1999, in particular it will adjust its legislation, organise the system of first hand sales, strengthen fisheries administration, and will maintain the current assistance for the sector.

- Following accession and until 2006 Poland’s structural policy in this area will be compatible with the Common Fisheries Policy; Poland will draw on FIFG’s funds (as described COM 1263/99) and the remaining structural funds eligible for the fisheries sector.

Specific targets have been specified in the following areas of assistance:

- adjustment of the fish production in line with the state of resources
- modernisation and renewal of the fleet
- inland fisheries and aquaculture development
- protection of sea resources in the coastal zone, inshore boat fishery
- infrastructure in fishing ports
- fish processing
- promotion of fish products
- other (social support for fishermen, training and research).

This medium term strategy is an important element of the government’s socio-economic programme, and as such will form the basis for the sectoral operational programme for the fisheries sector, which will be included in the National Development Plan (NDP). Actions have been initiated under the co-ordination of the Ministry of Economy for the development of the NDP, and these are further enhanced with such sector specific interventions addressing identified needs on a sector by sector basis. It is currently envisaged, that the fisheries sector Operational Programme in draft form will be ready by the end of May 2002, which would allow form the adoption of the final version of the OP in December 2002. Within the twinning covenant of Phare 2000 it is envisaged the support for preparation the Operational Programme. Therefore, the Phare 2002 project will provide the assistance for the preparation of the Programme Complement.

Within the fisheries sector much attention has to be devoted to upgrading the administrative system, which will be responsible for the efficient and effective implementation of the FIFG funded programmes. This upgrading must reach EDIS standards before the date of accession, and include increased capabilities in programming and co-ordination at NDP and operational programmes levels, the smooth delivery of quality projects meeting quantitative and qualitative targets, a sensitivity towards regional development linkages and social issues, and sound and transparent financial and operational management.

- Currently it is envisaged, that the structure for implementing FIFG funds will involve the Paying Authority in the Ministry of Finance, with a separate sub-account, and with the Ministry of Agriculture and Rural Development establishing a financial unit (within its budgeting and financial structure) responsible for servicing payments from the account and FIFG control and monitoring unit responsible primarily for the control of the eligibility of expenditures. The Managing Authority (Department of Fisheries - Ministry of Agriculture and Rural Development) will also be involved in a number of sub-management and final beneficiary implementation arrangements (including the Agency for the Restructuring and Modernisation of Agriculture; District Fishery Inspectorates – Szczecin, Slupsk, Gdynia; and Inspectors of Voivodship Offices for Inland Fishery; enterprise and human resources development institutions) for the specific measures. According to the Structural Funds regulations (as described COM1260/99) the Managing Authority will also be responsible for: statistical and financial data gathering and interpretation, drafting annual reports, control of financial operations, verifying conformity with EU policies, administrating the work of the Monitoring Committee.

At present the capacity of the fisheries administration for implementing programmes under the structural funds has been evaluated at all levels as insufficient to cope with FIFG assistance and requires substantial technical assistance at all stages of preparing for FIFG programme implementation. The consolidation of the management system over the fisheries sector in Poland will continue until the legal
status required under EU legislation has been achieved. This process will be completed by the end of 2002.

3.2 Linked activities:

- Within the Special Preparatory Programme (SPP - Phare 1998) there was a component to develop the National Strategy for Fisheries, which targeted Poland’s capacity to take advantage of pre-accession funds, structural fund FIFG (Financial Instrument for Fisheries Guidance), structural funds ESF (European Social Fund) and ERDF (European Regional Development Fund). The SPP’s aim was also to strengthen the capacity of fisheries sector management and to promote the National Fishery Strategy among the wider Polish society.

As part of SPP component 2, the organisational and legal framework for the functioning of FIFG in Poland has also been targeted. A special unit responsible for planning, monitoring, and supervising activities that will be carried out under this fund and under other structural funds in the fisheries sector will be created within the Fisheries Department in the Ministry of Agriculture and Rural Development.

- During the implementation of the current project, documents elaborated with the aim of preparing a Sector Plan for Polish fisheries will also be used. Those documents are being prepared with the Danish Government’s assistance (Poland has just received a final Fisheries Sector Study).

- Implementation of the NPAA within priority 3.4.2.1 (that is „Creating legal framework for implementing Common Fisheries Policy system in Poland”) will result in the harmonisation of Polish legal regulations for fisheries with the EU legislation. This process has been supported under PHARE 97 Institution Building programme (Project PL9707). Planned changes in Polish legislation will provide among others for creating Fishing Vessel Register, landings control system, first sale system, and for organising the market.

Further Phare projects (PL0003.08) shall also contribute to achieving these tasks:

- PL2000/IB/AG01 “Fisheries Administration” (including twinning covenant) is aimed at strengthening the management system and institutional structure in the fisheries sector in Poland (aiming at the implementation of the Common Fisheries Policy components in the field of control and enforcement, and in the field of marine resources protection) with special regard to: strengthening central and regional fisheries administration, establishing Fishing Vessel Register, Vessel Monitoring System (VMS), fisheries sector statistics.

- PL./IB/2001/AG/01 “Fisheries Market Organisation” (including twinning covenant) is aimed at strengthening institutional and administrative/enforcement structures to establish the common market standards in fishery and aquaculture products and fisheries sector statistics. The first sale system (electronic auctions) will be created.

The Phare 2000 effort is also important in its role in supporting the development of the fisheries sector Operational Programme, a process which it is planned will be finalised in December 2002. The Phare 2002 programming exercise includes one further closely linked action – the Ministry of Economy CSF/ERDF project involving the preparation of the Ministry as the CSF Managing Authority and the co-ordination of all actions in preparing the public administration for the effective management of EU structural instruments. That project will involve the overall preparatory work on developing the institutional structures necessary for structural funds implementation in Poland, and as such will involve actions for close co-ordination with this FIFG specific effort in the Ministry of Agriculture and Rural Development. This will therefore also require that the Ministry of Agriculture and Rural Development introduce co-operation and co-ordination procedures with the Ministry of Economy (as the CSF Managing Authority) and the current project should also facilitate this process. The Ministry of Labour and Social Policy has also developed a sister project in the area of the European Social Fund.

The objectives described in this document will not be reached under the SAPARD programme. SAPARD resources in the fisheries sector will be aimed at quality improvement in fish processing and marketing.

3.3. Results

The following results have been planned:

- Detailed plan of implementation of the organisation for: programming, management, monitoring, evaluation and controlling requirements deriving from the FIFG operation verified and amended.

- Skills in the area of socio-economic project analysis, environmental impact assessment, tendering and grant aiding procedures institutionalised within FIFG implementation units.

- Managing Authority and other institutions responsible for implementation of FIFG assistance capable in managing their tasks.
• Capabilities of monitoring and control unit at the MARD to deal with assessment of project eligibility for the FIFG funds developed.
• The final set of documents (including Programme Complement), prepared to date for the use under the FIFG assistance in Poland, fine-tuned to meet any additional requirements arising out of the negotiations process and new EU guidance.
• The “project pipeline” eligible for financing from FIFG developed:
  - the guidelines for preparation of FIFG projects ready,
  - the checklists concerning projects to be financed under FIFG prepared,
  - the training on identification of FIFG projects for FIFG control-monitoring unit as well as for the proper managing institutions provided,
  - project specifications developed under selected measures and ready for implementation.
• The social and economic partners’ awareness of FIFG operations and active participation in the process of programming and implementation increased, with effective partnership among different parties assured.
• The final beneficiaries of the FIFG fully informed and their ability for preparation of FIFG projects in required standard increased.
• Implementing institutions fully prepared for handling FIFG projects.

3.4. Activities

Twinning:
It is planned that under the twinning arrangement support will be provided by one long-term expert (PAA), three short-term experts and selected sectoral experts for the training component.

Advisory component
The PAA will be located within the Department of Fisheries in the Ministry of Agriculture and Rural Development and over an 18 month period will be responsible for providing support in the following key areas of activities:
• co-ordination of the project activities with other Phare 2002 projects provided for preparation to Structural Funds management, particularly with the Ministry of Economy project on preparation of public administration for the effective co-ordination of CSF.
• evaluating and verifying the detailed plan of implementation of the units for reaching the programming, management, monitoring, evaluation and controlling requirements deriving from EDIS standards and future FIFG operations, including investment plan and preparing specification of necessary hardware and software to meet those standards;
• supporting the institutional development of the future managing authority especially with respect to its role in statistical and financial data gathering and interpretation, drafting annual reports, control of financial operations, verifying conformity with EU policies, administering the work of the Monitoring Committee;
• drafting suitable solutions for the efficient introduction of the FIFG Monitoring Committee;
• hands-on support for the FIFG control and monitoring unit within Ministry of Agriculture and Rural Development in meeting appropriate standards;
• fine-tuning of the programming documents for use in FIFG, if needed;
• preparing and verifying the final version of the manuals describing the specific measures and schemes, designed for implementation with FIFG support under a “project pipeline”;
• preparing drafts of plans for restructuring and modernising the fisheries sector;
• developing an appropriate PR action, including the preparation of publications, brochures and other information materials for individuals, institutions and businesses;
• support for the Department of Fisheries in the design, co-ordination and quality control of the training programme.

Short-term experts will be assigned based on the detailed plan of the units, and on request of and along with the ad hoc needs identified by the PAA. The envisaged total input shall be 18 man/months. The short-term experts will concentrate on providing assistance tailor-made to address issues as they relate to the implementation of specific components of FIFG programmes, and will also support the regional
authorities and units on administrative aspects of FIFG implementation. The short-term experts will be responsible for providing advice in the following key actions:

- delivery of advisory support based on the detailed plan of implementation of the units (especially District Inspectorates and Agency for Restructuring and Modernisation of Agriculture) for reaching the programming, management, monitoring, and controlling requirements deriving from FIFG operations, in specific areas of expertise and in ad hoc sessions based on needs,
- hands-on support for meeting appropriate standards in the control and monitoring functions within the regional and sectoral implementing institutions;
- development of draft manuals describing the specific measures and schemes, designed for implementation with FIFG support;
- development - in co-operation with the appropriate implementation units - of specific projects under selected schemes from the „project pipeline”, which will be eligible for financing from FIFG funds.

The PAA should have long-term strategic and operational experience in work on Multi-Annual Guidance Planning for fisheries, involving issues related to fishing fleets and fish processing, and inland fishery. The PAA should have meaningful experience in institution building (including design and implementation of internal quality assurance procedures of relevance to EDIS), and in direct actions involving accessing structural funds and developing or using appropriate procedures. It is especially important that the PAA will demonstrate experience with fisheries oriented multi-sectoral interventions, involving a variety of measures impacting on economic and social issues under integrated approaches. Evidence will be sought of FIFG specific technical skills and detailed knowledge of relevant EU legislation, and tendering or grant aiding procedures. The adviser will co-operate primarily with the staff of the Ministry of Agriculture and Rural Development and with the implementing institutions.

The short term experts should be specialists in particular sectors – fish production and fishing fleets, ports and infrastructure; fish processing; inland fishing and aquaculture; and should be able to demonstrate a good background in programme/measure design; project management; financial and operational control and monitoring. The short-term experts should also possess knowledge and expertise in the field of socio-economic project analysis, environmental impact assessments, tendering and grant aiding procedures, as used under FIFG funding.

Training component
The training component will involve two specific training programmes.

- Strengthening of the fisheries administration
The reinforcement of the fisheries administration as supported under this project will also involve the recruitment, employment and training of new staff in the central and regional administrations. On 10 September 1999, the Minister of Agriculture and Rural Development assumed responsibility over the fisheries sector with a team of seven persons. Additional 12 persons were hired by 15 December 1999. Ultimately, by the end of 2002, the Department of Fisheries will have about 30 employees. There are plans to hire more people for the regional services up to the number agreed with the twinning partner, after a detailed analysis of the requirements in this regard. The technical support will also be established with twinning experts as part of the PHARE 2000 programme. Current staffing levels in the District Fisheries Inspectorates stand at about 70 employees, and annual increases at about 15% have been planned. Within this component the new and existing staff of the Ministry of Agriculture and Rural Development, District Fisheries Inspectorates, Fishermen Organisations and Scientific Institutes will be trained in issues involved in developing and implementing multiannual sectoral programmes. Special attention will be paid to project design and management. In a learning by doing exercise this staff will then be involved – in co-operation with the PAA and short-term experts - in preparing appropriate sections of multiannual programmes, and in preparing, assessing and implementing of projects as the “pipeline” nears implementation.

The training programme will involve a series of in-country seminars and a study visit. It is foreseen that at the end of the project, the Polish staff with assistance of the external experts will cope with the actions required under the Multi-Annual Fishery Guidance, according to the requirements of the EU for this type of work.
• Training for other partners of FIFG implementation
The training programme will also include a series of actions aiming at the inclusion of appropriate social and local partners in the programming and implementation process. This training will involve seminars both with an awareness building element, and practical step-by-step discussion and information of FIFG implementation. This will involve training in preparing projects, applying for funds, proper tendering, contracting, project management, best practices measures and actions in EU member states.

Investment
• Computer hardware and software, computer overhead projectors for training purposes, and other office equipment to equip newly employed personnel in the Ministry of Agriculture and Rural Development and District Inspectorates will be purchased, based on the investment plan described above.
• Publications, brochures and other information materials for individuals, institutions and businesses will be published and disseminated. These will help to address the issue of informing a wide range of potential beneficiaries of future FIFG actions of planned activities, programmes and measures.

4. Institutional Framework
The project is addressed to the following institutions: The Ministry of Agriculture and Rural Development, the District Fisheries Inspectorates in Szczecin, Slupsk and Gdynia; organisations representing fishermen, fishing vessel owners, fish processors, inland fish producers; and local authorities of relevant regions. It will also involve co-operation with the Agency for Restructuring and Modernisation of Agriculture, which will be supported in preparing for its role in the overall implementation scheme for future FIFG funded actions.

The project will primarily benefit the Department of Fisheries, Ministry of Agriculture and Rural Development and will be implemented under the supervision of the Under-secretary of State responsible for fisheries.

On 8 October 1999, the Minister of Agriculture and Rural Development created three District Maritime Fisheries Inspectorates in Gdynia, Slupsk and Szczecin, out of the former fisheries protection departments of maritime administrations. This raised the status and capabilities of the regional fisheries administration. These units answer directly to the Minister of Agriculture and Rural Development.

A Monitoring Committee chaired by the Under-secretary of State will be set up, including representatives of the Inspectorates, fishermen's associations and local government authorities.

5. Detailed Budget:

<table>
<thead>
<tr>
<th></th>
<th>Investmen t (IN) in EURO</th>
<th>Institution Building in EURO</th>
<th>Total PHARE (IN+IB) in EURO</th>
<th>National contributing in EURO</th>
<th>TOTAL in EURO</th>
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</thead>
<tbody>
<tr>
<td>Twinning: Incl: PAA</td>
<td>850 000</td>
<td>850 000</td>
<td>85 000</td>
<td>935 000</td>
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<td>Short-term Advisers</td>
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<td>Training</td>
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<tr>
<td>Computer equipment</td>
<td>75 000</td>
<td>75 000</td>
<td>25 000</td>
<td>100 000</td>
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<td>for public</td>
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<tr>
<td>administration</td>
<td></td>
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<tr>
<td>PR programme inc.</td>
<td>75 000</td>
<td>75 000</td>
<td>25 000</td>
<td>100 000</td>
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<tr>
<td>publications</td>
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<tr>
<td>TOTAL</td>
<td>150 000</td>
<td>850 000</td>
<td>1 000 000</td>
<td>135 000</td>
<td>1 135 000</td>
</tr>
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</table>

Co-financing will be available

6. Implementation Arrangements:
6.1 Implementing Agency:
PAO: Krystyna Gurbieł 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. Górnoslaska 4a, 00-444 Warsaw; tel: 4822 622 84 64; fax: 4822 622 72 12
The Central Financing-Contracting Unit will be responsible for holding tenders, concluding contracts and effecting contractual payments on behalf of the Ministry of Agriculture and Rural Development, which is responsible for preparing, managing and implementing the project.

6.2. Twinning Project
A single twinning agreement is envisaged. PAA: long term – experts appointed for 18 months, will co-ordinate the work of short-term experts. Contact person: Zdzislaw Gandera, MARD, Wspólna 30 00-930 Warsaw; Telephone: + 48 22 628 08 26, fax +48 22623 – 22-04, e-mail: z.gandera@minrol.gov.pl

6.3. Non standard aspects
- n.a. Implementation according to DIS manual.

6.4 Contracts:
In order to implement the Project the following contracts are envisaged:
The twinning convenant (including training) signed with one partner – EUR 850.000 and EUR 85 000
  Polish co-financing
Procurement contract for hardware and software for fisheries administration EUR 75 000 + 25 000
  Polish co-financing (joint co-financing)
Services contract for PR, including publications – EUR 75 000 and EUR 25 000 Polish joint co-financing

7. Implementation Schedule:
- Preparation of the ToR: 2nd quarter of 2002
- Choosing of twinning partner: 3rd quarter of 2002
- Tenders for investment/publications: 2nd quarter of 2003
- Expected start date for: Twinning 1st quarter of 2003
- Training from 2nd quarter of 2003
- Investment 2nd quarter of 2003
- Accomplishment of the project: 3rd quarter of 2004

8. Equal opportunity:
A percentage indicator of the number of persons taking part in study trips, training sessions and seminars will measure the proportion of women.

9. Environment:
The project will benefit the environment indirectly through the introduction of institutional solutions leading in the longer term to better management of maritime resources.

10. Rates of return:
11. Investment criteria: quantity of hardware, software and other office equipment for newly employed personnel in fishery administration and ARMA shall depend on the real number of employees. Equipment needed for training purposes shall be determined in the initial phase of the Twinning Covenant. Purchases shall be done under supply contracts concluded according to Phare procedures.

12. Conditionally:
To ensure the efficient Project realisation the Ministry of Agriculture and Rural Development and District Fisheries Inspectorates will provide for the proper work organisation by nominating and employing the relevant personnel to co-operate with the project. These persons will be in charge of co-ordination of the actions within the Ministry and their agencies as well as for the co-operation with relevant institutions.

13. Sequencing
The key benchmarks during project implementation will include:
- decision of Phare Management Committee reached third quarter 2002;
- Financing Memorandum signed by end of December 2002;
- conclusion of twinning covenant first quarter 2003;
- activities start in first (twinning) and second quarter 2003;
- detailed procedures on financial support for fisheries ready end of 2003/beginning 2004;
- training for the trainers in all aspects of FIFG ended in mid 2004;
- equipment for the newly employed public administration purchased third quarter 2003.
### Wider Objectives

<table>
<thead>
<tr>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening of the public fisheries administration in Poland to EDIS standards for its effective participation in the EU structural policy for the fisheries sector and FIFG management and implementation.</td>
<td>Documents of Ministry of Agriculture and Rural Development. Documentation of the Regional Maritime Fisheries Inspectorates. Analyses, reports and assessments of EU experts.</td>
<td>Understanding and commitment by Polish authorities in preparing the fisheries sector for EU integration. Finding a suitable partner for twinning agreement.</td>
</tr>
</tbody>
</table>

### Immediate Objectives

<table>
<thead>
<tr>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of the programming, management, monitoring, evaluation and control capabilities and capacities of the future managing authority in the Ministry of Agriculture and Rural Development. Strengthening of selected institutions for their future role in implementing relevant tasks under FIFG assistance, including foremost building a skill base for socio-economic project analysis, environmental impact assessment, implementing tendering and grant aiding procedures. Development of specific capabilities of the FIFG control and monitoring unit responsible primarily for the control of the eligibility of expenditures from the FIFG funds. Enhancement of the social economic partners’ participation in the process of programming and implementation of FIFG funds. Enhancement of the capabilities of the future beneficiaries to meet requirements concerning preparation of projects.</td>
<td>MARD documents. Analyses and assessments by EU experts. Reports on performance of statutory tasks by Department of Fisheries. PAA reports</td>
<td>Introduction of models from EU countries and adapting them to Polish requirements Readiness by Polish institutions to make financial outlays and implement individual procedures Readiness by fishermen to accept proposed solutions.</td>
</tr>
<tr>
<td>Results/Outputs</td>
<td>Indicators of Achievement</td>
<td>Sources of Information</td>
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<tr>
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<tr>
<td>• Detailed plan of implementation of the organisation for: programming, management, monitoring, evaluation and controlling requirements deriving from the FIFG operation verified and amended.</td>
<td>Plan accepted for implementation</td>
<td>Quarterly and final reports</td>
</tr>
<tr>
<td>• Skills in the area of socio-economic project analysis, environmental impact assessment, tendering and grant aiding procedures institutionalised within FIFG implementation units.</td>
<td>Skill levels checked and certified</td>
<td>Training reports and evaluations</td>
</tr>
<tr>
<td>• Managing Authority and other institutions responsible for implementation of FIFG assistance capable in managing their tasks.</td>
<td>Institutional operational readiness for FIFG check-lists prepared and used to prove readiness</td>
<td></td>
</tr>
<tr>
<td>• Capabilities of monitoring and control unit at the MARD to deal with assessment of project eligibility for the FIFG funds developed.</td>
<td>Guidelines for preparation of FIFG projects ready</td>
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<tr>
<td>• The final set of documents (including Programme Complement), prepared to date for the use under the FIFG assistance in Poland, fine-tuned to meet any additional requirements arising out of the negotiations process and new EU guidance.</td>
<td>Checklists concerning projects to be financed under FIFG prepared</td>
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<tr>
<td>• The “project pipeline” eligible for financing from FIFG developed.</td>
<td>Training on identification of FIFG projects for FIFG managing authority and control-monitoring unit provided</td>
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<tr>
<td>• The social and economic partners’ awareness of FIFG operations and active participation in the process of programming and implementation increased, with effective partnership among different parties assured.</td>
<td>Project specifications developed under selected measures and ready for implementation</td>
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<tr>
<td>• The final beneficiaries of the FIFG fully informed and their ability for preparation of FIFG projects in required standard increased.</td>
<td>Projects assessed by staff verified as eligible under FIFG</td>
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<tr>
<td>• Implementing institutions fully prepared for handling FIFG projects.</td>
<td>Projects from pipeline meet eligibility criteria</td>
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</table>

- Documentation accepted for use under FIFG
- Training and promotional actions delivered, including training on programming, management, monitoring and control requirements for the FIFG to implementing institutions
- 30 (MARD and ARMA) and 40 (District Inspectorates) staff employed by the administration trained and equipped
- 200 representatives of social partners and beneficiaries trained
- Numbers of beneficiaries benefiting from indirect actions (publications, media reports.)
<table>
<thead>
<tr>
<th>Inputs</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Twinning covenant – advisory component</td>
<td>- Twinning agreement signed, adequate number of new personnel employed, computer hardware and software purchased, publications developed and disseminated, training events/study trips carried out</td>
<td>Reports on project implementation.</td>
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<tr>
<td></td>
<td>- Training component, inc. study trips, Investments and PR (inc. Publications)</td>
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### Annex 2 - 3: Implementation, contracting and disbursement schedules

<table>
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<tr>
<th>Implementation chart (by semester)</th>
<th>Date of drafting</th>
<th>Planning period</th>
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<tr>
<td></td>
<td>19.04.02</td>
<td>01.2003-12.2004</td>
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#### 04.04 IB for FIFG

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<tr>
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Legend: D=Design of sub-project / C=tendering and contracting / I=contract implementation and payment