PHARE 2003
STANDARD SUMMARY PROJECT FICHE

1. Basic Information
1.1 CRIS Number: PHARE 2003/005-551.03.02
1.2 Title: Strengthening the Administrative Capacity of the Romanian Parliament
1.3 Sector: Administrative Reform
1.4 Twinning Component: RO03/IB/OT/02
   - Title: Strengthening the Administrative Capacity of the Romanian Parliament
   - Duration: 24 months
   - Budget: 1.25 M €
1.5 Location: Romania, Bucharest

2. Objectives
2.1 Overall Objective(s):
   The overall objective of this project is to enhance the administrative capacity of the Romanian Parliament. The project has been devised against the background of an intensive political debate in Romania about the future of the Romanian parliamentary system and perceived shortcomings of key parliamentary process, including Parliament's legislative procedures and the exercise of its executive control and oversight functions. The project is to be seen within the context of this reform process, which it is designed to assist. Although it is still an on-going process the outlines of reform are sufficiently clear to allow for the formulation of two major project priorities: improving the quality and quantity of legislation that is processed by the Parliament; and improving the ability of Parliament to fulfil its control and oversight functions.

2.2 Project purpose:
   The purpose of this project is to achieve a sustainable improvement in the ability of the Chamber of Deputies to carry out legislative and control and oversight functions efficiently and effectively and it has four distinct elements:
   – the development of a modern system of human resource management (personnel policy);
   – a thorough review of parliamentary procedures, followed by institutional and procedural reform, to be confirmed through changes in the Standing Orders of the Chamber of Deputies. The prime focus here is on a) relations with interest associations and NGOs during the parliamentary legislative process; and b) parliamentary practice concerning the assessment of the impact (fiscal, budgetary, economic, social and environmental) and implementability of legislation (including, in particular, administrative implementability);
   – a programme for supporting newly-elected Parliamentarians; and
   – the creation of a legal and institutional framework designed to ensure parliamentary probity (Code of Ethical Conduct).

2.3 Accession Partnership and NPAA priority
   According to the Accession Partnership, incorporation of the acquis into legislation is not in itself sufficient; it will also be necessary to ensure that it is actually applied to the same standards as those which apply within the Union, therefore there is a need for credible and effective implementation and enforcement of the acquis. One of the project objectives which aims to improve the parliamentary practice concerning the assessment of the impact and implementability of legislation is meant to facilitate the fulfilment of this requirement. The impact and implementability studies have to take into account the position of the organised civil society. Therefore, an essential purpose of the objective of the project is the strengthening of the relations between the Chamber of Deputies and the civil society during the legislative process.

   Another priority highlighted by the Accession Partnership, under the heading "Political criteria – Democracy and the rule of law", is to adopt a comprehensive strategy for the reform of the policy formulation process that will cover: (i) policy co-ordination and consultation procedures between ministries, (ii) consultation of stakeholders, (iii) screening all draft legislation for its budgetary implications and (iv) screening all draft legislation for compatibility with the Europe
Agreement and the *acquis communautaire*. The purpose of this project is meant to contribute to this reform by strengthening the role of the Parliament in the overall policy process.

Another Accession Partnership priority is to “Reduce the reliance on ordinances, and emergency ordinances, as a legislative instruments ...” which can be realised also by the strengthening of the legislative capacity of the Chamber of Deputies, both in terms of competence and celerity. This issue is addressed in particular by the programme of supporting newly-elected Parliamentarians, as well as by all the other objectives of the project. In the same time, the exercise of the other main task of the Chamber of Deputies – the control and oversight of the Executive – would be facilitated by the enhancement of the professional skills of Parliamentarians and parliamentary staff.

b) According to the National Programme for Accession of Romania to the European Union, volume II, annexes – June 2001, a key priority is the accelerated harmonisation of Romanian legislation with the EU legislation, on the basis of the detailed National Programme for Legislative Harmonisation, process within the role of the Parliament is essential.

2.4. Contribution to National Development Plan

Not applicable.

2.5. Cross Border Impact

Not applicable.

3. Description

3.1 Background and justification:

The project will take place within the background of a broad-ranging revision of the Romanian Constitution that is currently underway. Although this reform initiative is not restricted to constitutional provisions concerning Parliament, the composition, organisation, and powers of the two Chambers of Parliament are certain to feature centrally in the eventual reform package to be adopted by Parliament and, subsequently to be confirmed by popular referendum. The precise shape of the key four elements of the present project arise out of a wide-ranging review of the administrative capacity of the Romanian Chamber of Deputies and the Senate that has been carried out by an international Expert Group established by SIGMA. This review concentrated on areas where capacity concerns were both evident and significant, including basic institutional features of Parliament; executive-legislative relations and the parliamentary legislative process; Parliament's role in EU accession and the approximation of Romanian legislation to EU law; parliamentary control and oversight; parliamentary funding and parliamentary groups; the status and emoluments of Deputies and Senators; and support services and staff. Their final report, produced by the expert group in March 2002, took account of the interviews conducted by the Group during three missions to Bucharest in September 2001, October 2001 and February 2002. In gathering information and in assessing parliamentary capacity the Group drew on the ‘Baselines for a Review: The Administrative Capacity of the Romanian Parliament’ (Paris, 17 July 2001).

Concerning the four key elements of the project, central concerns noted included, in particular:

- the absence of a modern human resource management system for the approximately 1,300 staff of the Chamber of Deputies that would cover recruitment, training, deployment, promotion, remuneration and incentivisation;
- the weakness of links with organised civil society during the parliamentary legislative process and the lack of organisational and staffing resources to assess adequately the implementability of proposed legislation - notably in terms of its financial and administrative requirements - and its likely impact (fiscal, budgetary, economic, social, and environmental consequences, in particular). It was noted that these weakness affected the quality of legislation, including, in particular, legislative approximation.
- the difficulties facing newly elected Parliamentarians in particular to play a constructive role in parliamentary committee business as a consequence of their unfamiliarity with
parliamentary organisation, rules and conventions; and
– the absence of a comprehensive Code of Conduct for parliamentarians.

3.2 Linked activities:


3.3 Results:

The main results will include:

– A human resources management system in the Chamber of Deputies that meets international standards and secures the medium and longer-term staffing needs of the parliamentary support services;
– A decisively increased capacity of new members of the Chamber of Deputies to take full part in all aspects of parliamentary activity, including, in particular, committee business;
– A comprehensive Code of Conduct for Parliamentarians, supported by effective enforcement arrangements;
– A comprehensive revision of the Standing Orders of the Chamber of Deputies, with a special focus on a) consultation with interests associations and NGOs during the parliamentary legislative process and b) the practice of impact and implementability assessments.

3.4 Activities:

The overall project will extend over 24 months; the four main components (activities) which vary in length are as follows:

3.4.1. Personnel policy in the Chamber of Deputies

a) Devise and deliver a parliamentary internship programme, designed to increase the pool of highly qualified recruits to the parliamentary staff. The programme will consist of a mixture between instruction (with a focus on domestic, European and international law, economics, politics, on the job experience in the key divisions of the parliamentary support services) and stages in Romanian government institutions and foreign parliaments. Intended duration: 24 months.

Instruments include twinning, especially in the design of the overall programme, delivery of instruction components, and parliamentary stages.

Level of expert needed as Pre-Accession Advisers (PAAs): university-educated parliamentary staff with experience of at least 3 years in the preparation and delivery of internship programmes.

Twinning is to be supplemented by technical assistance for the provision of instruction modules in European and international law, economics and politics.

b) Develop a methodology for carrying out a comprehensive review of the Chambers’ support services, with the aim of moving to support services that reflect the diverse needs of parliamentary groups, committees and individual Parliamentarians. Conduct a comprehensive review of current staffing policy, current staff structures, recruitment and training policy, and staff management as a basis for a set of detailed proposals. Establish a rolling multi-annual personnel policy plan, with a focus on current and prospective staff needs, recruitment, career management and training. Implement key elements of plan. Overall duration: 24 months.

Instruments include twinning and technical assistance. Twinning to be used for review of current staffing policy and staff management and establishment of multi-annual personnel plan. Technical assistance to be used to support key elements of the plan: staff needs assessment, establishment of transparent recruitment system, and, in particular, in-service training.
Level of expert needed as PAAs: university-educated parliamentary staff with experience of at least 3 years in parliamentary human resources management.

3.4.2. Parliamentary Procedures

a) Review international practice of interest group/NGO involvement in the parliamentary legislative programme. Draw up an inventory of interest groups and NGOs registered with Parliament. Trial new forms of consultation with a number of parliamentary committees. Review trial results. Revise Standing Orders of the Chamber of Deputies. Duration: 24 months.

Instrument: Twinning.

Level of expert needed as PAAs: university-educated parliamentary staff with special experience (at least 3 years) in the organisation of committee business, including committee hearings, management of relations with interest associations and NGOs.

b) Review international practice of impact and implementability assessments during parliamentary legislative process. Trial new forms of assessment that include fiscal, budgetary, social and environmental aspects in the case of harmonisation legislation. Review trial results. Revise Standing Orders of the Chamber of Deputies. Duration: 18 months.

Instrument: Twinning.

Level of expert needed as PAAs: university-educated parliamentary staff with special experience (at least 3 years) in impact and implementability assessments, preferably gained in a specialised parliamentary unit for fiscal or budgetary analysis or environmental assessment.

3.4.3. Supporting Arrangements for Parliamentarians

Develop an induction programme for newly elected members of Parliament in time for the next parliamentary elections and support its delivery. Duration: 6 months.

Instrument: Twinning.

Level of expert needed as PAAs: university-educated parliamentary staff with special experience (at least 3 years) in the design and provision of customised induction and assistance programmes for Parliamentarians.

3.4.4. Code of Conduct for Parliamentarians

Review the current legal framework governing the actions of Parliamentarians; assist in drawing up a comprehensive Code of Conduct for Deputies to be approved by both Chambers; provide technical assistance for establishing a dedicated enforcement structure. Duration: 18 months.

Instrument: Twinning.

Level of expert needed as PAAs: university-educated parliamentary staff with special experience (at least 3 years) in the design and implementation of parliamentary codes of conduct. Ideally, the expert should have held a senior position in the office of a parliamentary ombudsman.

3.5 Lessons learned:

Because no project in this area has been developed up till now, there are no specific conclusions and recommendations which could be included within the project.

4. Institutional Framework

The President of the Chamber of Deputies, who also chairs the Chamber's Standing Bureau, and the Chamber's Secretary-General, who heads the administration, will take care of the project realisation.
For supervising the day-to-day running of the project, the Chamber will nominate a senior official. A dedicated Project Implementation Unit will be established for the implementation of the project.

Given the special political sensitivity of the project, it is imperative that the project’s objectives and major elements are supported by the parliamentary parties. The project will, therefore, be endorsed by the Standing Bureau of the Chamber of Deputies.

5. Detailed Budget

<table>
<thead>
<tr>
<th>PHARE Support</th>
<th>Total PHARE (=I+IB)</th>
<th>National co-financing</th>
<th>IFI</th>
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<tr>
<td>Investment support</td>
<td>Institution building</td>
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<tr>
<td>Twinning **</td>
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<td>1.25</td>
<td></td>
<td>1.25</td>
</tr>
<tr>
<td>Technical assistance</td>
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<td>Total Project</td>
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<td>2.00</td>
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<td>2.00</td>
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* Values communicated by the SIGMA experts group;
** Twinning covenant: Element 1 (personnel policy) – 0.75 mill. Euro; Element 2 (parliamentary procedures) – 0.250 mill. Euro; Element 3 (induction programme) – 0.125 mill. Euro; Element 4 (code of conduct) – 0.125 mill. Euro.

Note: The project does not envisage any national co-financing. The Chamber of Deputies will, however, provide assistance in kind including personnel to assist in the design and delivery of the key project elements outlined above - administrative backup and dedicated office space and technical infrastructure (telecommunications, etc.)

6. Implementation Arrangements

6.1. Implementing Agency

The Central Finance and Contracts Unit (CFCU) will be responsible for the contracting, administration, accounting, payments and financial reporting, for the technical assistance component and the twinning contract, acting as Implementing Agency (IA).

Programme Authorising Officer:
Ministry of Finance
Central Finance and Contracts Unit (CFCU)
Director, Jeana Buzduga
Str. Apolodor n° 17
Sector 5, Bucharest, Romania
Tel: 4021.313.66.30
Fax: 4021.310.37.72

6.2 Twinning

The Chamber of Deputies will be the beneficiary institution. The Chamber of Deputies will nominate a project leader for the twinning component who will be responsible for the activities mentioned under the 3.4 paragraph. He/she will have full authority over the human and material resources mobilised by the Chamber of Deputies for the twinning component.

The Romanian partner will provide:

- adequate human resources to implement the twinning project together with the twinning partner;
- all the facilities which are necessary for the smooth implementation of the twinning (office, computer, printer, tel, access to Internet);
- funds to cover any logistic and travel costs of the Romanian authorities in the context of training or seminars (if any).
The twinning component to the project will be managed by a Pre-Accession Adviser (PAA) who is university educated and has a considerable experience (at least 10 years) of managing / reforming the administration of a national parliament. The PAA responsible for the overall project will be supported by a team of short-term Pre-Accession Advisers all university-educated parliamentary staff members with an experience in the following areas:

- preparation and delivery of internship programmes.
- parliamentary human resources management.
- organisation of committee business, including committee hearings, management of relations with interest associations and NGOs.
- impact and implementability assessments, (preferably gained in a specialised parliamentary unit for fiscal or budgetary analysis or environmental assessment).
- design and provision of customised induction and assistance programmes for Parliamentarians.
- design and implementation of parliamentary codes of conduct (ideally, the expert should have held a senior position in the office of a parliamentary ombudsman).

The total duration of the project will be 24 months during which time the Pre-Accession Adviser will be seconded to the Chamber of Deputies.

The Central Finance and Contracts Unit (CFCU) will be responsible for accounting, payments and financial reporting for the twinning contract.

Contact details for the Chamber of Deputies:
Irina Nistor
Head of the Directorate for Parliamentary Information
Strada Izvor n° 3-5
Bucharest, Romania
Tel: 4021.337.48.46
Fax: 4021.402.17.74

6.3. Non-standard aspects

The provisions content in DIS Manual and Practical Guide for Phare, ISPA and Sapard programmes will strictly be followed for the technical assistance component.

Twinning covenant expected: overall 1.25 mill Euro, of which:

Element 1 (personnel policy) - 0.75 mill Euro;
Element 2 (parliamentary procedures) - 0.250 mill Euro;
Element 3 (induction programme) - 0.125 mill Euro;
Element 4 (code of conduct) - 0.125 mill Euro.

6.4 Contracts

Twinning covenant: 1.25 mill Euro
Technical assistance in personnel policy: 0.75 mill Euro

7. Implementation Schedule

7.1 Start of tendering/call for proposals

Under the assumption that the Financial Memorandum is signed until June 2003, the ToRs will be ready by September 2003.

7.2 Start of project activity

The actual implementation of the project is expected to start in January 2004

7.3 Project Completion
The last payment for the project will be March 2006.

8. **Equal Opportunity**

   The selection of the participants will be made on non-discriminatory criteria.

9. **Environment**

   Not applicable.

10. **Rates of return**

   Not applicable.

11. **Investment criteria**

   Not applicable.

12. **Conditionality and sequencing**

   - As noted above, the particular political sensitivity of the parliamentary reform requires a broad cross-party consensus underpinning the general approach of the project, as well as its main elements, if sustainable results are to be achieved. It is, therefore, necessary to have the unequivocal support of the Standing Bureau of the Chamber of Deputies if the project is to deliver the intended results. The SIGMA report on which the current project draws in the analysis of major performance problems has already been considered by the President of the Chamber of Deputies and its Secretary general.

   - The proper implementation of the project is conditioned by ensuring the capacity of the Romanian Parliament in terms of adequate human resources involved in developing the project activities. This condition will be considered as met if a Project Implementation Unit (PIU), which is deemed by the Commission services to have sufficient capacity to manage the project, is established by July 2003.

**Annexes to project Fiche**

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)
### Logframe Planning Matrix for Project Strengthening the Administrative Capacity of the Romanian Parliament

<table>
<thead>
<tr>
<th>Programme number:</th>
<th>Programme number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracting period expires 30 November 2005</td>
<td>Disbursement period expires 30 November 2006</td>
</tr>
<tr>
<td>Total budget: 2 mill. Euro</td>
<td>Phare budget: 2 mill. Euro</td>
</tr>
</tbody>
</table>

#### Overall objective

The overall objective of this project is to enhance the administrative capacity of the Romanian Parliament.

#### Project purpose

The purpose of this project is to achieve a sustainable improvement in the ability of the Chamber of Deputies to carry out legislative and control and oversight functions efficiently and effectively and it has four distinct elements:

1. Human Resource Management
   - The development of a modern system of human resource management (personnel policy);
2. Parliamentary Procedures - a thorough review of parliamentary procedures, followed by institutional and procedural reform, to improve:
   - Improved involvement of associations, organisations and NGOs involvement in the parliamentary process;
   - Establishment of an organisational framework within the Chamber of Deputies to conduct impact assessments on draft legislation;

#### Objectively verifiable indicators

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>improving parliament’s capacity to exercise control and supervision functions on the Executive</td>
<td>Standing Orders of the Chamber of Deputies</td>
</tr>
<tr>
<td>improving, from both qualitative and quantitative point of view, the adopted legislation</td>
<td>Official Journal</td>
</tr>
<tr>
<td></td>
<td>Minutes of the plenary sessions of the Chamber of Deputies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication of a comprehensive review of the actual personnel policy, the actual personnel structures, and of the recruitment and training policy.</td>
<td>PAAs reports</td>
</tr>
<tr>
<td>Adoption of a staff career development policy and an in-service training policy.</td>
<td>2) Parliamentary Procedures Documents of the Secretariat general of the Chamber of Deputies</td>
</tr>
<tr>
<td>Development and deployment of an annual internship training programme.</td>
<td>NGO and civil society assessment of their participation in parliamentary process.</td>
</tr>
<tr>
<td>2) Parliamentary Procedures</td>
<td>PAAs reports</td>
</tr>
<tr>
<td>Improved involvement of associations, organisations and NGOs involvement in the parliamentary process</td>
<td>3) Support for newly-elected</td>
</tr>
<tr>
<td>Establishment of an organisational framework within the Chamber of Deputies to conduct impact assessments on draft legislation</td>
<td>Availability of qualified experts and contractors</td>
</tr>
</tbody>
</table>
relations with interest associations and NGOs during the parliamentary legislative process; and b) parliamentary practice concerning the assessment of the impact and implementability of legislation;

3) Support for newly-elected Parliamentarians
A programme for supporting newly-elected Parliamentarians.

4) Code of Conduct
The creation of a legal and institutional framework designed to ensure parliamentary probity (Code of Conduct for parliamentarians).

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>– A human resources management system in the Chamber of Deputies that meets international standards and secures the medium and long-term staffing needs of the parliamentary support services; – A decisively increased capacity of new members of the Chamber of Deputies to take full part in all aspects of parliamentary activity, including, in particular, committee business; – A comprehensive Code of Conduct for Parliamentarians, supported by</td>
<td>• a better supply and distribution of parliamentary staff in priority key-sectors • drawing up a multi-annual plan of personnel policy • drawing up an analysis of the training necessities for the in-service personnel • drawing up an induction programme for the new elected parliamentarians • ensuring the necessary means so that the parliamentarians can have an active role within the commissions • drawing up, implementing and putting into practice of a Code of Conduct for parliamentarians</td>
<td>Parliamentarians PAAs reports 4) Code of Conduct The adopted text of the Code PAAs reports</td>
<td>lower rates of staff turnover</td>
</tr>
</tbody>
</table>
effective enforcement arrangements;
- A comprehensive revision of the Standing Orders of the Chamber of Deputies, with a special focus on a) consultation with interests associations and NGOs during the parliamentary legislative process and b) the practice of impact and implementability assessments.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4.1. Personnel policy in the Chamber of Deputies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Devise and deliver a parliamentary internship programme, designed to increase the pool of highly qualified recruits to the parliamentary staff. The programme will consist of a mixture between instruction (with a focus on domestic, European and international law, economics, politics, on the job experience in the key divisions of the parliamentary support services) and stages in Romanian government institutions and foreign parliaments. Intended duration: 24 months. b) Develop a methodology for carrying out a comprehensive review of the Chambers’ support services, with the aim of moving from a supply-led organisation to support services</td>
<td>Twinning covenant, especially in the design of the overall programme, delivery of instruction components, and parliamentary stages. Twinning is to be supplemented by technical assistance for the provision of instruction modules in European and international law, economics and politics. <strong>Twinning</strong> and <strong>technical assistance</strong>. Twinning to be used for review of current staffing policy and staff management and establishment of multi-annual personnel plan. Technical assistance to be used to support key elements of the plan: staff needs assessment, establishment of transparent recruitment system, and, in particular, in service training.</td>
<td>Both institutions recruit and retain adequate staff. That political groups accept the need for measures that are potentially controversial (particularly the case with the Code of Ethics).</td>
</tr>
</tbody>
</table>
that reflect the diverse needs of parliamentary parties, committees and individual Parliamentarians. Conduct a comprehensive review of current staffing policy, current staff structures, recruitment and training policy, and staff management as a basis for a set of detailed proposals. Establish a rolling multi-annual personnel policy plan, with a focus on current and prospective staff needs, recruitment, career management and training. Implement key elements of plan. Overall duration: 24 months.

3.4.2. Parliamentary Procedures

a) Review international practice of interest group/NGO involvement in the parliamentary legislative programme. Draw up an inventory of interest groups and NGOs registered with Parliament. Trial new forms of consultation with a number of parliamentary committees. Review trial results. Revise Standing Orders of the Chamber of Deputies. Duration: 24 months.

b) Review international practice of impact and implementability assessments during parliamentary legislative process. Trial new forms of assessment that include fiscal, budgetary, social and environmental aspects in the case of harmonisation legislation. Review trial results. Revise Standing Orders of the Chamber of Deputies.

Twinning.

Twinning.

Twinning.
<table>
<thead>
<tr>
<th>Chamber of Deputies. Duration: 18 months.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.4.3. Supporting Arrangements for Parliamentarians</strong></td>
</tr>
<tr>
<td>Develop an induction programme for newly elected members of Parliament in time for the next parliamentary elections and support its delivery. Duration: 6 months.</td>
</tr>
</tbody>
</table>

| **3.4.4. Code of Conduct for Parliamentarians** |
| Review the current legal framework governing the actions of Parliamentarians; assist in drawing up a comprehensive Code of Conduct for Deputies to be approved by both Chambers. Duration: 18 months. |

<table>
<thead>
<tr>
<th>Preconditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Financial Memorandum is signed until June 30, 2003</td>
</tr>
<tr>
<td>• The conclusion in due time of the twinning and technical assistance contracts</td>
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</table>
Annex 2: Detailed implementation chart for project “Strengthening the Administrative Capacity of the Romanian Parliament”

<table>
<thead>
<tr>
<th>Calendar Months</th>
<th>2002</th>
<th>2003</th>
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<td>Component 1 (TA)</td>
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<tr>
<td>Component 2 (Twinning)</td>
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<tr>
<td>- 3.4.1; 3.4.2 a</td>
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<tr>
<td>- 3.4.2 b; 3.4.4</td>
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<td>- 3.4.3</td>
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D = Design  
C = Contracting  
I = Implementation
Annex 3 : Cumulative contracting and disbursement schedule for project “Strengthening the Administrative Capacity of the Romanian Parliament”

CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE (MEURO 2)

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<th></th>
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<th>31/12/03</th>
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<td>ASSISTANCE CONTRACTED</td>
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Disbursement Overview

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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.