STANDARD SUMMARY PROJECT FICHE FOR TRANSITION FACILITY

"Further support to the Ministry of Agriculture and Rural Development to strengthen the performance of permanent agricultural policy adaptation"

1. Basic Information

1.1 CRIS Number: 2007/19343.02.03

Twinning Contract RO /2007-IB/AG/04

1.2 Title: Further support to the Ministry of Agriculture and Rural Development to strengthen the performance of permanent agricultural policy adaptation

1.3 Sector

Agriculture

1.4 Location:

Romania

2. Objectives

2.1 Overall Objective(s):
To increase the ability of MARD to provide adequate public support to the Romanian agricultural sector in compliance with EU standards

2.2 Project purpose:
MARD practices a permanent agricultural policy adaptation on a high level performance.

2.3 Justification

The two Comprehensive Monitoring Reports in 2006 and the project reports of ongoing the PHARE-Projects pointed clearly out the need of a high performance of MARD and subordinated agencies for implement the new Common Agricultural Policy support measure in the right way. The Romanian agricultural sector needs clearly the support provided by CAP to increase its competitiveness.

3. Description

3.1 Background and justification:

Since 1.1.2007 Romania is member of the European Union. At the same time the European Commission starts the new financing period 2007 – 2013 in which, especially for the agricultural sector, new regulations are in place and a modified budget is available. For the agricultural policy these are the regulation for rural development (1698/2005 with the implementing provision 1874/2006) and the special regulations based on 1782/2003 for top ups in the new member states (Addendum to the Guidelines on the complementary national direct payments in the new member states).
Romania therefore faces multiple challenges: If the available EU-funds for Romania in the agricultural sector are not completely absorbed, the agricultural sector will not develop to a competitive sector and the rural areas will further remain behind in their development. On the other hand there is the risk that if the implementation of the EU-funds in Romania is not done complying to the rules, there is a high sanction risk, which cannot be aimed, having as background the increasing budgetary deficit.

The increase of the competitiveness of the agricultural sector depends to a great extent on the absorption capacity of the available EU-funds, but it is a very important task of the policy making in the Ministry to ensure the absorption of the funds complying to the strategical guidelines and implementation guidelines. Therefore it is necessary that the Ministry observes the implementation of the policy measures very well and that the Ministry performs necessary correction measures in the framework permitted by the law.

These correction measures are possible only if the decision makers have a good system for monitoring and evaluation available on one hand and on the other hand if they have the agricultural economics data and parameters, that are necessary for agricultural policy decisions.

The whole implementation of the acquis in the agricultural sector gives the Ministry and its subordinated offices the chance that there is much individual data available stored in databases (farm register under IACS, Animal identification and registration data base, wine database, milk quota database, market and price reporting, FADN-database, database for rural development as well as the extended activity of the statistic office). But the data is not available in a systematic way for the decision makers in the field of agricultural policy.

Therefore the proposed project with the title “Further support to the Ministry of Agriculture and Rural Development to strengthen the performance of permanent agricultural policy adaptation” should develop in the first phase a datapool in the Ministry, which should make data permanently available to the policy makers. This datapool does not duplicate the data, it should allow queries to the database under construction and this for data that is necessary for agricultural economics analyses.

Especially the two twinning projects „ Strengthening the policy making capacity of the MAFRD “ and „ Support the Managing Authority of the Romanian MAFRD to implement the Rural Development and Fisheries Operational Programmes “ have shown that the availability of sound and sufficient data for the sector in Romania is the basis for agricultural economics analyses and also the premise for an adequate programming of policy measures.

The measures proposed until now in the field of Rural Development correspond partly to assumptions due to the fact that there are no available, consistent agricultural economics data and analyses.

The adaptation of policy measures on the basis of monitoring, evaluation and agricultural economics analyses is only possible if there are enough trained specialists within the Ministry.

The conclusion so far is that there is no sustainable system for further training within the Ministry, independent from the PHARE projects or other bilaterally financed
projects. Especially the PHARE-Evaluation Report for Agricultural Projects from 2006 indicates this deficiency. Therefore this project contains activities for supporting the development of a permanent system for further training for agricultural policy and rural development within the Ministry.

Beyond the specialisation the Ministry needs an established system for coordinating the agricultural policy adaptation process as well as the clear delegation of tasks in the specialised departments. This has the aim to ensure harmonized agricultural policy positions between the departments, but it does not neglect the delegation of important tasks exactly to those departments that are responsible for the respective specialised questions. The organisational structure and process structure of the Ministry should be oriented by the criteria's coordination, delegation and specialisation for agricultural policy measures.

The Twinning Project RO2004/IB/AG/01 is working at the elaboration of an agricultural report based on the available data according to the agricultural sector. This agricultural report or Green Report should inform also the Romanian Parliament, to which it would be presented and the target groups of the agricultural policy about the sector's development and the political objectives of the Ministry. The datapool that should be established, described in the project, is a further development on a data-Matrix (developed under the project RO2004/IB/AG/01) and should have a more important function for elaborating the agricultural report. The datapool will in this way not only be used within the Ministry, but it will contribute through the agricultural report to the communication strategy of the Ministry to the target groups of the agricultural policy.

**Coordination with Structural and Cohesion Funds**

This project cannot be funded under the structural funds as it is not included within any of the Axes.

No overlap exists with Structural and Cohesion Funds, notably Agriculture Funds.

The beneficiary and the Romanian authorities involved in this project will prevent any possible overlap with other EU funding, in particular RDP.

Measures foreseen in the framework of the present project will be closely and actively coordinated and monitored by beneficiary and the Romanian authorities in order to avoid any possible overlap with any possible similar measure that may be implemented through RDP.

**3.2 Linked activities:**

Some recent Phare projects are the following:

**RO04IBAG01 Strengthening the policy making capacity of the MAFRD**
The main results of this project are:
- MAFRD capacity improved as regards economic analysis capacity, designing and implementation capabilities (measuring and monitoring mechanisms for policy impacts)
- Staff trained in application and evaluation of alternative policy options.
- MAFRD able to support the legislative development with regard to drawing up rural development policies connected with common market organizations policies areas,
- Elaborated code of good agricultural practices and an improved National Agri-environment Plan

**RO04IBAG02 Implementation of farm accountancy data network**

The main results of this project are:
- FADN structure at national and regional level (41 counties) reinforced in compliance with EU standards
- National legislation on FADN issues harmonised with the relevant acquis communautaire in the fields and compliance assured with the EU CAP, based on administrative and operational procedures established
- FADN system developed and able to provide information on Romanian farming sector to the EC, for policy analysis purposes
- MAFRD staff trained at national and regional levels as regards FADN issues and FADN implementation, by on-the-job training, by using the train-the-trainers approach and by performance of dedicated study tours.

**RO04IBAG05 Support the Managing Authority of the Romanian MAFRD to implement the Rural Development and Fisheries Operational Programmes**

The main results of this project are
- Managing Authority fully strengthened in compliance with the requirements of the acquis communautaire ensuring an efficient management and implementation of the EAFRD and EFF
- A National Strategic Plan, Rural Development Programmes and Fisheries Operational Program prepared in compliance with the National Development Plan priorities, describing in detail eligibility and selection criteria and monitoring indicators and prepared for ex-ante evaluation
- Efficient manuals and handbooks procedures (selection, contracting and procurements) in place for implementation, evaluation and monitoring, for financial management and staff duly trained for their efficient application

**RO04IBAG13 - Further support for the full implementation of the IACS system**

- IACS fully operational by the time of accession and consolidated in terms of organisational structure
- IACS Master Plan fully implemented
- IACS secondary legislation drafted and adopted
- Relevant databases and identification systems elaborated and staff trained in their use and updating, by on-the-job training, workshops
- Relevant training programmes implemented and long-term training capacity established (train-the-trainers approach)
LPIS implemented effectively and staff trained in this regard

**RO04IBAG11 - Building up the institutional capacity of the new paying agency for EAGGF-Guarantee measures and FIFG**

- Paying Agency internally accredited
- Paying Agency’s structure consolidated, operational and in line with the EU requirements in this respect
- Current relevant Romanian legislation harmonised with the EU legislation to ensure compliance with EU CAP and CFCP
- Procedures and working manuals elaborated and widely disseminated
- Staff at national and local level trained in procedures and working orders corresponding to the Paying Agency’s activities, by training-on-the-job and by using the training of trainers approach and by carefully designed study tours

**RO04IBAG12** Strengthen the institutional capacity of SAPARD Agency at central and regional level for up-grading professional competence in implementing rural development programmes financed by EU

The main results of this project are
- The institutional capacity of the SAPARD Agency strengthened and its operational framework improved, in terms of legislation and staff capabilities;
- Staff at national and regional level will be fully trained on improvement and efficient application of operational manuals (on the job training);
- SAPARD Agency staff will be trained in line with the Common Agricultural Policy and rural development strategy;

It is as well needed that this new project continues rather immediately the current on-going project for policy development, so as to build upon this project results and avoid the loosing of valuable knowledge.

### 3.3 Results:

1. Create a Data Pool (database) as an interface to different existing information sources (including IACS, rural development, market and price reporting, animal identification and registration, FADN, wine and milk quota data base)

2. Develop an agricultural economic analysis capacity based on data and indicators available. Agricultural economic analyses are available and discussed on high political level in MARD. The analyses are based on the data available in the data pool and the required analysis are determining the indicators which are defined for the data pool.

3. Streamline the institutional structure of MARD to adapt it to the reformed agricultural policy requirements and communication needs with EC services. The co-operation and co-ordinations mechanisms between the different departments within MARD are improved and suitable tools are developed for delegation of steering, decision making and supervision to lower hierarchy level.

4. Human Resource Development (HRM) Department provides a package of CAP (pillar 1 and pillar 2) training for specialisation of MARD staff based on the training need analysis.

### 3.4 Activities:

**Result 1: Data Pool as an interface to different existing information sources is available.**

1.1. MARD defines requirements of data pool: purpose and requirements, indicators included, responsibility in MARD
- Assessment of current situation regarding agricultural data collection and management in the MARD
- Setting up of objectives regarding the need of data in the framework of agricultural policy adaptation
- Definition of lacking data with respect to agricultural policy adaptation
1.2 Organization of data collection for required data pool
- Recommendations for the organisational set up of MARD for data collection and management towards the subject matter specialist or units, incl. aggregation of data

The estimated budget for Activity 1 is 112.785 EUR for short term experts and study visit for 5 experts of all together 11.100 EUR.

Means:
1 STE, 4 weeks, with the following profile:
Knowledge and experience in definition of data pool, the purpose, the requirement for permanent policy adaptation and the needed indicators
1 STE, 4 weeks, with the following profile:
Knowledge and experience in collection and the management of agricultural data needed for permanent policy adaptation.
2 STEs, each 4 weeks, with the following profile:
Knowledge and experience in setting up objectives regarding the need of data in the framework of agricultural policy adaptation and definition of lacking data with respect to agricultural policy adaptation.
1 STE, 3 weeks, with the following profile:
Knowledge and experience in organisation of data collection for the required data pool, incl. the organisation set up and the management of data collection.

The experts are first of all high ranking civil serveants from corresponding institutions in the member states. Due to the fact that not all profiles of requested experts can be covered by civil serveant in the member states, the calculation reflects the possibility of using mandated body experts if the requested profiles can be found only in mandated bodies.

One study visit with 5 experts from MARD for presenting a member states solution of using a data pool for permanent policy adaptation. The study visit will focus on the design of such data pool, the data collection and the data elaboration according the needs defined by CAP.

Result 2: Agricultural economic analysis are available and discussed on high political level in MARD
2.1 Consolidating the processing of data
- Elaboration of recommendations for a sound analysis of economic data with respect to requirements of MARD decision makers
2.2 Transformation of processed data into status reports and decision papers
- Recommendations regarding of the processed data and the transformation into information for decision making in respect to the policy adaptation of MARD
2.3 Transferring monitoring and evaluation results of rural development measures to agricultural policy adaptation
- Review of the monitoring and evaluation activities for rural development carried out in the MARD
- Recommendations for improvement of plans of operations and programs for rural development
2.4 Establishment of a network for agricultural economists within MARD: members, secretariat, procedures, financial resources for external input
- Summing up of technical parameters with respect to effectiveness, efficiency and relevance to respect to permanent policy adaptation
- Recommendations for the organisational set up of a strategical planning unit within MARD, in charge of the economic synthesis and formulation of decision alternatives

2.5 Elaborating of agricultural economic analysis for: policy decisions and regular agricultural report requirements on cereals, oilseeds, mild, sugar, pork, beef, poultry, eggs, vegetables, fruits, wine, potatoes and farm development
- Review of the reliability of the economic analysis the respective CMOs within MARD
- Elaboration recommendations for the adaptation of the CMO strategies with respect to the requirements of the competitive markets

The estimated budget for Activity 2 is 112.785 EUR for short term experts

Means:
2 STE, each 4 weeks, with the following profile:
Knowledge and experience in definition in analysis of economic data requested by decision makers in agricultural ministries in the member states. The experts are used to presend their analysis in status reports and decision papers.

2 STE, each 4 weeks, with the following profile:
Knowledge and experience in agricultural economics, esp. in economic analysis for the main CMOs like cereals, oilseeds, mild, sugar, pork, beef, poultry, eggs, vegetables, fruits, wine, potatoes and aspects of farm development

1 STE, 3 weeks, with the following profile:
Knowledge and experience in monitoring and evaluation of rural development measures and formulation of recommendations for improvement of plans of operations and programs for rural development.
The experts are first of all high ranking civil serveants from correponding institutions in the member states. Due to the fact that not all profiles of requested experts can be covered by civil serveant in the member states, the calculation reflects the possibility of using mandated body experts if the requested profiles can be found only in mandated bodies.

Result 3: Institutional design of MARD is streamlined to agricultural policy adaptation requirements and communication needs with EC

3.1 Improving of co-operation and co-ordination mechanism within MARD
- Assessment of the state of the art in comparison to the co-operation and co-ordination requirements in MARD
- Recommendation for the integration of adequate co-operation and co-ordination instruments into the ROF regulations

3.2 Improving of scope and type of labour across the different units of MARD according to the programming and steering needs of CAP and national policy
- Analysis of the day-to-day requirements of ministerial work in comparison to ad-hoc tasks linked to periodic peaks of work “programming”
- Elaboration of recommendations for improving the scope and type of labour across the different units of MARD, including the analysis and presentation of best practice examples from other MS

3.3 Improvement of tools and instruments for transfer of decision-making and instructional power and their related responsibilities to lower hierarchy level
- Recommendations regarding the delegation of steering, decision making and supervision to lower hierarchy level, including the analysis and presentation of best practice examples from other MS

The estimated budget for Activity 3 is 112,785 EUR for short term experts

Means:
2 STE, each 4 weeks, with the following profile:
Knowledge and experience in all organizational aspects of a agricultural ministry working under CAP. The experts must have experience in implementing mechanism for cooperation and coordination.

2 STE, each 4 weeks, with the following profile:
Knowledge and experience in programming and steering the needs of CAP. The key qualification must be in project management under the regime of ministerial structure implementing the CAP.

1 STE, 3 weeks, with the following profile:
Knowledge and experience institutional setup of delegation of tasks. The expert need to have experiences in formulating job description on all hierarchy levels under the CAP implementation framework.

The experts are first of all high ranking civil serveants from corresponding institutions in the member states. Due to the fact that not all profiles of requested experts can be covered by civil serveant in the member states, the calculation reflects the possibility of using mandated body experts if the requested profiles can be found only in mandated bodies.

Result 4: Human Resource Development (HRM) Department provides a package of CAP (pillar 1 and pillar 2) training for specialisation of MARD staff

4.1 Training needs analysis MARD staff for permanent agricultural policy adaptation
- Assesment of training needs
4.2 Definition of training packages for agricultural policy adaptation
- Elaboration of training packages in respect to needs identified in the assessment
4.3 Support to pilot implementation of training packages
- Implementation of a pilot training course on central level, incl. evaluation

The estimated budget for Activity 4 is 82,710 EUR for short term experts

Means:
2 STE, each 3 weeks, with the following profile:
Knowledge and experience in training need analysis for institutions involved in implementing CAP. On of the experts need to have experience in assessment of training needs.

2 STE, each 3 weeks, with the following profile:
Knowledge and experience in definition of training packages for agricultural policy adaptation. The experts are used to define training packages for a broader skope of people working in the agricultural administration.

1 STE, 2 weeks, with the following profile:
Knowledge and experience in training civil serveants and public employees in CAP. The expert should have knowledge on training methods on one hand, on the other hand he should have experience in implementation of training on CAP measures.

The experts are first of all high ranking civil serveants from correspoding institutions in the member states. Due to the fact that not all profiles of requested experts can be covered by civil serveant in the member states, the calculation reflects the possibility of using mandated body experts if the requested profiles can be found only in mandated bodies.

Resident Twinning Adviser (RTA).
The RTA will have the flooring main obligations:
- General organization of the work envisaged under the contract between the twinning partners
- Providing technical support as regards the implementation of the project
- Management in co-operation with the project leaders of the project input
- Monitoring the progress of the project
- Organization and implementation of training sessions in co-operation or without short term experts
- Organization of the Project Steering Committees

During her/his 12 months stay in Romania the RTA shall be working at the central level in an office of the Romanian MARD in Bucharest.

The RTA profile:

As a long term advisor, the ministry requests an RTA with relevant expertise and knowledge in the project scope as well as managerial skills required to co-ordinate the multi-national team of STEs contributing to the project implementation. Expertise in agricultural and rural development policy analysis in Candidate Countries represents an asset. The RTA will be seconded for the entire duration of the project (12 months).

The RTA will be a senior civil servant with proven experience in agriculture/rural development sectors in one of the member states and preferably with experience in acceding countries. He/she should have sound knowledge on relevant acquis and proven management experience in institutions operating in this sector. Strong communication skills and ability to work in difficult environment will be an asset. He/she should have very good command of English and computer skills. He/she should also have ability to link with EU professional and sector organizations and with EU institutions in general.

Project Leader. He will be responsible for:
- Overall management of the project including the supervision of the progress of the project
- Provision of technical advice as regards implementation project
- Safeguarding the availability of short term experts
- Submission of reports
- Co-chairing the Steering committee

Project leader profile:
- High level MS representative
- Practical experience in a MS in Ministry of Agriculture for more than 10 years
- Broad knowledge of implementation of the CAP
- Experience in project management
- Institution building expert
- Fluency in English

The short-term experts will provide technical advice as regards the above-mentioned activities. The detailed expert input shall be established when drawing up the twinning work-plan. In general the short-term experts shall have the following profile:

- In depth knowledge of CAP
- Minimum of 3 preferably 5 or more years of practical experience in one or more fields of implementation project
- Experience in other twinning projects on would be desirable

Project Assistants will have the following responsibilities:

- Assisting the RTA and project experts in project implementation, production of project reports and preparation of meetings, workshops and training courses
- Liaison between project experts and central and local authorities
- Assisting in preparation and translation of project documents and reports from
- Editing of project documents

3.5 Lessons learned

"See annex 7"

4. Institutional Framework

Ministry of Agriculture and Rural Development is responsible for formulation and implementation of the measures regarding agriculture and rural development policy. For implementation MARD is working with the subordinated agencies, like the Agency for Rural Development and the Agency for Direct Payments. The Implementing Authority is the Ministry of Agriculture and Rural Development (MARD). The beneficiary is the General Directorate for Policy implementation within the MARD.

Contact person:

Mr. Toma DINU  
Bd. Carol I, no. 24, sector 3  
Bucharest, Romania  
Tel: + 40 21 / 307 8647  
Fax: + 40 21 / 307 8635  
E-mail: toma.dinu@maa.ro
The Project will be implemented under the technical coordination of the PIU/Phare within the Ministry of Agriculture and Rural Development.

Contact person: Marisandra PIRIIANU, PIU/Phare Coordinator
Address: no 17 Carol I Blvd, sector 3 Bucharest
Telephone: 3025.400(1)(2)
Fax: 3054.890
Email: piuagri@maa.ro

The MARD will make available all needed counterparts to allow for the effective implementation of Project activities that cover the policy activities at central and regional level.

5. Detailed Budget

<table>
<thead>
<tr>
<th>Meuro</th>
<th>Transition Facility support</th>
<th>Co-financing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment Support</td>
<td>Institution Building</td>
</tr>
<tr>
<td>Project 01 Twinning</td>
<td>0,00</td>
<td>0,70</td>
</tr>
<tr>
<td>Project 01 parallel cofin</td>
<td>0,00</td>
<td>0,00</td>
</tr>
<tr>
<td>Total</td>
<td>0,00</td>
<td>0,70</td>
</tr>
</tbody>
</table>

* parallel co-financing. The Romanian administration for a good implementation of the twinning will be detailed in the twinning covenant and allocated under the Romanian budget.

VAT is not an eligible expenditure under both the Transition Facility and national cofinancing funds indicated in the above budget table. Where contracts are subject to VAT due to provisions of national legislation, these funds have to be provided from national resource outside and in addition to the amounts indicated in the budget table.

6. Implementation Arrangements

6.1 Implementing Agency

The Central Finance and Contracts Unit (CFCU) / Ministry of Finance

Contact person: Mrs. Carmen ROSU, PAO – General Director
Mircea Voda Street, nr. 44
Bucharest, Romania
Phone: +40 21 326.55.55 / 105
Fax: +40 21 326.87.30
e-mail: carmenrosu@cfcu.ro

The CFCU will be the tendering and contracting authority and supervise the financial implementation of the entire project.
PIU within the MARD will be in charge to monitor the implementation of the project and will co-ordinate Project activities throughout the Project.

Project Leader BC (proposed):
Mr. Toma DINU
Bd. Carol I, no. 24, sector 3
Bucharest, Romania
Tel: + 40 21 / 307 8647
Fax: + 40 21 / 307 8635
E-mail: toma.dinu@maa.ro

SPO details:
SPO name: Roxana ZARMA, General Director – MARD
Address: no 24 Carol I Blvd, sector 3 Bucharest
Telephone: 3072.474
Fax: 3072.622
Email: Roxana.zarma@maa.ro

Steering Committee
A Steering Committee will be established within the project composed of representatives from all stakeholders. The Steering Committee is the body who approves the progress reports and meets on a regular basis (usually on a quarterly basis). The Steering Committee will be nominated immediately after the Commission Decision on the winning institution and will be officially approved.

6.2 Twinning
The beneficiary General Directorate for Policy implementation within the MARD.

Project Leader BC (proposed):
Mr. Toma DINU
Bd. Carol I, no. 24, sector 3
Bucharest, Romania
Tel: + 40 21 / 307 8647
Fax: + 40 21 / 307 8635
E-mail: toma.dinu@maa.ro

MARD will provide the RTA with a fully equipped office, including all standard office furniture, equipment (computer, printer), communication facilities (internet, telephone) and stationary, for the entire duration of the Project.

6.3 Non-standard aspects

6.4 Contracts

One Twinning Contract (total budget: 0,75 Meuro out of which 0,7 Meuro EU funds and 0.5Meuro co-financing funds)
7. Implementation Schedule

7.1 Start of tendering/call for proposals:
   January 2008
7.2 Start of project activity:
   July 2008
7.3 Project completion:
   December 2009

8. Sustainability

The outcome of the project (especially the data pool) are due to financial resources taken into the mid and long-term strategy of the MARD. The trainings will have a sustainable impact in relation to the change of staff in the ministry. Romania will contribute to the project in terms of local staff, office infrastructure and travelling costs of Romanian staff attending the study visits organised by the project.

Further, the success and impact of the project activities will depend on the institutional stability (following required reform) within the Ministry.

Resources in terms of staff and budget to ensure the sustainability of the project after their completion will be ensured by the Ministry of Agriculture and Rural Development.

9. Conditionality and sequencing

The adequate implementation of the project depends on the MARD’s capacity to assure appropriate financial and human resources, necessary for the preparation and implementation of the project.

Detailed commitments of the Romanian party:
- Nomination of the staff that will work in the project, at central and local level;
- Assure the co-ordination among the institutions involved in the project
- Provide legal assistance;
- Provide the legal framework necessary for the implementation of project results, in order to achieve sustainability
- Provide all information and documents necessary within the project

Annexes to project Fiche
1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (compulsory)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)
4. List of relevant Laws and Regulations (optional)
5. Lessons learnt from previous projects (compulsory)
## Log frame

### Transition Facility programme for Romania

<table>
<thead>
<tr>
<th>LOGFRAME PLANNING MATRIX FOR Project Fiche</th>
<th>Programme name and number 2007/19343.02.03</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title of the project</strong></td>
<td>Contracting period expires: 15 December 2009</td>
<td>Disbursement period expires: 15 December 2010</td>
</tr>
<tr>
<td>Further support to the Ministry of Agriculture and Rural Development to strengthen the performance of permanent agricultural policy adaptation</td>
<td>Total budget: 0,75 MEUR</td>
<td>TF budget 0,70 MEUR</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Relates to Copenhagen criterion and acquis chapter¹</th>
<th>List of other projects with same objective</th>
<th></th>
</tr>
</thead>
</table>
| • Increasing the ability of MARD to provide adequate public support to the Romanian agricultural sector in compliance with EU standards | • Competitiveness (adequate public support to increase the capability of actors in the agri-food sector to cope with competitive pressure and market forces within the Union).  
• Articles 32 to 38 (38 to 43 and 48) in Title II of the EC Treaty  
• acquis chapter 7 | RO2004/IB/AG-01 – “Strengthening the policy making capacity of the Ministry of Agriculture, Forests and Rural Development” |  |

<table>
<thead>
<tr>
<th>Project purpose: MARD is practicing a permanent agricultural policy adaptation on a high level performance.</th>
<th>Objective indicators OVI</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| • No. of economic analysis for cereals, oilseeds, mild, sugar, pork, beef, poultry, eggs, vegetables, fruits, wine, potatoes and farm development  
• No. of evaluation reports on CAP measures | • NRDP measure description  
• Monitoring reports  
• Mid-term evaluation reports  
• Annual Agricultural Report | • High level decision-makers of MARD support improved management |  |

¹ Please specify here the recommendation made in Comprehensive Monitoring Report or other relevant documents (SIGMA (financial control, procurement, Peer Reviews, Evaluation reports, Final reports of TW projects).
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators OVI</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Results fulfilling the overall purpose  
1. A Data Pool as an interface to different existing information sources is available.  
2. Agricultural economic analysis are available and discussed on high political level in MARD  
3. Improved Human Resource Development is assured (HRM)  
4. The organization of the ministry (structure & processes) is adapted to the needs of policy adaptation | • Yearly report on the farm structure  
• List of indicators for the data pool  
• Technical decision papers for high-level management  
• No. of economic analysis for cereals, oilseeds, mild, sugar, pork, beef, poultry, eggs, vegetables, fruits, wine, potatoes and farm development  
• Number of training packages  
• Number of trained staff  
• Regular coordination meetings  
• Explicit job description available for pillar 1, pillar 2 and national measures  
• Delegation of tasks and policy adaptation, according to the functional and divisional lines of the ROF  
• Specialized units and tasks and staff members for all requested tasks for pillar 1, pillar and national measures | • Protocol/Minutes of meeting  
• Organisational chart  
• Job descriptions  
• ROF (Regulament Organisare si Functionare / Regulation for Organisation and Functioning of MARD)  
• Repartition of NRDP measures within ROF and repartition and responsibility of CMOs  
• Adapted ROF structure  
• Agricultural statistical reports  
• Sectoral analysis of the MARD (plant and animal production)  
• Farm register (IACS), milk quota system, wine data base, animal registration data base (ANSVA), statistics, implementation data base of 1698/2005, FADN, price-reporting to EC  
• NRDP measure descriptions  
• Adequate ToRs for technical assistance | • General Secretary realizes regular meetings  
• Recruitment process uses job description  
• Principles of delegation are respected within the plasticizing of MARD management  
• Steering of cooperation between the Ministry, the two Paying Agencies, Veterinary Authority, National Institute of Statistics and... |
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Report on strategy for HRM</td>
<td>• Project Reports</td>
<td>access to their databases.</td>
</tr>
<tr>
<td>• Project Reports</td>
<td>• Ministerial Order</td>
<td>• Availability of funds to carry out the running cost of a data pool.</td>
</tr>
<tr>
<td>• Evaluations reports</td>
<td>• Government policy documentation</td>
<td>• Participation of subject matter specialists, member of Parliament and social partners</td>
</tr>
<tr>
<td>• Government policy documentation</td>
<td>• Statistical records</td>
<td>• Availability of fund for intensive Human Resource Development based on agricultural policy permanent adaptation</td>
</tr>
<tr>
<td>• Contracting / delivery / installation reports</td>
<td></td>
<td>• Permanent adaptation of institutional design of MARD</td>
</tr>
</tbody>
</table>
1.1. MARD defines requirements of data pool: purpose and requirements, indicators included, responsibility in MARD
- Assessment of current situation regarding agricultural data collection and management in the MARD
- Setting up of objectives regarding the need of data in the framework of agricultural policy adaptation
- Definition of lacking data with respect to agricultural policy adaptation

1.2 Organization of data collection for required data pool
- Recommendations for the organisational set up of MARD for data collection and management towards the subject matter specialist or units, incl. aggregation of data

2.1 Consolidating the processing of data
- Elaboration of recommendations for a sound analysis of economic data with respect to requirements of MARD decision makers

2.2 Transformation of processed data into status reports and decision papers
- Recommendations regarding of the processed data and the transformation into information for decision making in respect to the policy adaptation of MARD

2.3 Transferring monitoring and evaluation results of rural development measures to

<table>
<thead>
<tr>
<th>TW contract</th>
</tr>
</thead>
</table>

Steering of cooperation between the Ministry, the two Paying Agencies, Veterinary Authority, National Institute of Statistics and access to their data bases.

Availability of funds to carry out the running cost of a data pool. Participation of subject matter specialists, member of Parliament and social partners.

Availability of fund for intensive Human Resource Development based on agricultural policy permanent adaptation
agricultural policy adaptation
- Review of the monitoring and evaluation activities for rural development carried out in the MARD
- Recommendations for improvement of the improvement of plans of operations and programs for rural development

2.4 Establishment of a network for agricultural economists within MARD: members, secretariat, procedures, financial resources for external input
- Summing up of technical parameters with respect to effectiveness, efficiency and relevance to respect to permanent policy adaptation
- Recommendations for the organisational set up of a strategical planning unit within MARD, in charge of the economic synthesis and formulation of decision alternatives

2.5 Elaborating of agricultural economic analysis for: policy decisions and regular agricultural report requirements on cereals, oilseeds, mild, sugar, pork, beef, poultry, eggs, vegetables, fruits, wine, potatoes and farm development
- Review of the reliability of the economic analysis the respective CMOs within MARD
- Elaboration of recommendations for the adaptation of the CMO strategies with

Permanent adaptation of Institutional design of MARD
respect to the requirements of the competitive markets
3.1 Training needs analysis MARD staff for permanent agricultural policy adaptation
   - Assessment of training needs
3.2 Definition of training packages for agricultural policy adaptation
   - Elaboration of training packages in respect to needs identified in the assessment
3.3 Support to pilot implementation of training packages
   - Implementation of a pilot training course on central level, incl. evaluation
4.1 Improving of co-operation and co-ordination mechanism within MARD
   - Assessment of the state of the art in comparison to the co-operation and co-ordination requirements in MARD
   - Recommendation for the integration of adequate co-operation and co-ordination instruments into the ROF regulations
4.2 Improving of scope and type of labour across the different units of MARD according to the programming and steering needs of CAP and national policy
   - Analysis of the day-to-day requirements of ministerial work in comparison to ad-hoc tasks linked to periodic peaks of work "programming"
| - Elaboration of recommendations for improving the scope and type of labour across the different units of MARD, including the analysis and presentation of best practice examples from other MS. |   |   |
| 4.3 Improvement of tools and instruments for transfer of decision-making and instructional power and their related responsibilities to lower hierarchy level. |   |   |
| - Recommendations regarding the delegation of steering, decision making and supervision to lower hierarchy level, including the analysis and presentation of best practice examples from other MS. |   |   |
Annex 2 – Detailed implementation chart

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<th>Component</th>
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<td>J</td>
<td>A</td>
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<td>Q</td>
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<tr>
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<td>D</td>
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<tr>
<td>D = Design/Tender preparation</td>
<td>C = Contracting</td>
<td>I = Implementation</td>
<td>R = Review/evaluation</td>
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### Annex 3b - Cumulative disbursement schedule
Meuro (TF plus co-financing)

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<th>30/06/07</th>
<th>30/09/07</th>
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<td>0.70</td>
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**NB:** *All disbursements must be completed within 36 months of signature of the FA.*

### Annex 3a - Cumulative contracting schedule
Meuro

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**NB:** *All contracting should normally be completed within 6-12 months and must be completed within 24 months of signature of the FA.*
Annex 4 - List of relevant Laws and Regulations (directly relevant to the project)

<table>
<thead>
<tr>
<th>Directive/Regulation</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accession Treaty</td>
<td>Accession Treaty between the European Union and Romania, signed in April 2005 and indicating the amendments of the relevant EC-Regulations for IACS</td>
</tr>
<tr>
<td>932/2006</td>
<td>2006/932/EC: Commission Decision of 14 December 2006 excluding from Community financing certain expenditure incurred by the Member States under the Guarantee Section of the European Agricultural Guidance and Guarantee Fund (EAGGF)</td>
</tr>
<tr>
<td>1975/2006</td>
<td>Commission Regulation (EC) No 1975/2006 of 7 December 2006 laying down detailed rules for the implementation of Council Regulation (EC) No 1698/2005, as regards the implementation of control procedures as well as cross-</td>
</tr>
<tr>
<td>Year</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>493/2006</td>
<td>2006/493/EC: Council Decision of 19 June 2006 laying down the amount of Community support for rural development for the period from 1 January 2007 to 31 December 2013, its annual breakdown and the minimum amount to be concentrated in regions eligible under the Convergence Objective</td>
</tr>
</tbody>
</table>
### Annex 7 - Lessons learnt from previous years

<table>
<thead>
<tr>
<th>Identified Gaps or Recommended courses of intervention</th>
<th>Action for covering the Gap or implement the recommended intervention</th>
<th>Phare Programming (Project Reference) 2004-2006</th>
<th>Transition Facility</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Insufficient development of the Ministry of Agriculture and Rural Development institutional capacities;</td>
<td>- Training provided to Ministry of Agriculture and Rural Development personnel tailored according to the training needs</td>
<td>TW RO/04/IB/AG-01 — &quot;Strengthening the policy making capacity of the MAFRD&quot;</td>
<td>“Further support to the Ministry of Agriculture and Rural Development to strengthen the performance of permanent agricultural policy adaptation” (Twinning)</td>
</tr>
<tr>
<td>- Reorganization of Romanian agricultural administration on local level;</td>
<td>- Institutional assessment report (incl. best practice and recommendation)</td>
<td>TW RO/04/IB/AG-05 — &quot;Building the institutional capacity of the Managing authority for the rural development and fisheries&quot;</td>
<td></td>
</tr>
<tr>
<td>- Not enough human resources allotted to Ministry of Agriculture for accomplishing its economic analysis capacity;</td>
<td>- Supplementing Ministry of Agriculture’s organizational scheme 2</td>
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<tr>
<td>- Lack of a common informational data base for economic analysis including economic and technical data</td>
<td>- Set up of functional informational data base for economic analysis</td>
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<tr>
<td>- Limited technical capacity regarding sector policy formulation and especially limited capacity for strategic analysis and impact assessment.</td>
<td>- Impact analysis related to the public policy implementation process.</td>
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<tr>
<td></td>
<td>- Training in strategic planning for Public Managers</td>
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</tbody>
</table>

Note: The table should summarize all the interventions aimed at the application of the recommendations of the comprehensive Monitoring Report, SIGMA (financial control, procurement, Peer Reviews, Evaluation reports, Final reports of TW projects, specifying the sources of financing of the intervention, i.e. IFIs or state budget (see the examples in the table).

Please insert in the table only those gaps/recommendations relevant for the interventions planned for current exercise, in a most synthetic way.

Obviously, the column for PHARE 2004-2006 will be completed only if the intervention spans over all the three programming years – i.e. there are projects to be financed from Phare 2004, respectively 2005 and 2006 under the same recommendations

---

2 Quarterly reports

2 The action will be financed from the state budget.
# Twinning Budget

## Actions to be undertaken under the Twinning project

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>BC</th>
<th>MS</th>
<th>Unit</th>
<th>No. of</th>
<th>Total MS</th>
<th>BC Co-financing</th>
</tr>
</thead>
</table>
| Resident Twining Adviser Remuneration  
Mr. Rodger HENNING (24 months) |    |    |      |        |          | 0.00 €          |
| Basic salary and non-wage labour costs | X | 6,700.00 € | 12 | 80,400.00 € | | | |
| 5% of salary and non-wage labour costs | X | 402.00 € | 12 | 4,824.00 € | | | |
| **Total RTA remuneration** | | | | | | **85,224.00 €** |
| Resident Twining Adviser Allowances | | | | | | 0.00 € |
| Daily allowances (50%) | X | 114.00 € | 365 | 41,610.00 € | | | |
| Allowances for RTA for first 30 days | X | 228.00 € | 30 | 6,840.00 € | | | |
| Health and accident insurance for RTA | X | 230.00 € | 12 | 2,760.00 € | | | |
| Accommodation (see appropriate ceiling for each BC) | X | 1,800.00 € | 11 | 19,800.00 € | | | |
| Estate Agent's Fee | X | 1,800.00 € | 2 | 3,600.00 € | | | |
| Travel to and from place of duty - RTA | X | 750.00 € | 2 | 1,500.00 € | | | |
| Mobility allowance for special economically-priced return trips | X | 750.00 € | 2 | 9,000.00 € | | | |
| **Total RTA Allowances** | | | | | | **28,770.00 €** |
| RTA Training in Brussels | | | | | | 0.00 € |
| Return fare Brussels | X | 500.00 € | 1 | 500.00 € | | | |
| 3 per diems BC | X | 232.00 € | 3 | 696.00 € | | | |
| **Total RTA Training** | | | | | | **1,296.00 €** |
| RTA Assistant | | | | | | 0.00 € |
| Assistant salary (See ceilings established per country) | X | 1,200.00 € | 12 | 14,400.00 € | | | |
| Interpreter/translator salary | X | 1,200.00 € | 12 | 14,400.00 € | | | |
| **Basic salary and non-wage labour costs** | | | | | | **28,800.00 €** |
| Project Preparation | | | | | | 0.00 € |
| PL Leader fees (2 trips x 2-3 days) | X | 250.00 € | 4 | 1,000.00 € | | | |
| *Project Management Costs* | | | | | | 0.00 € |
| PL Leader fees (2 trips x 2-3 days) | X | 250.00 € | 8 | 2,000.00 € | | | |
| *Project Management Costs* | | | | | | 0.00 € |
| Per diems | X | 228.00 € | 12 | 2,736.00 € | | | |
| Airfares | X | 750.00 € | 4 | 3,000.00 € | | | |
| **Total Preparation Costs** | | | | | | **13,236.00 €** |
| Project Co-ordination Costs | | | | | | 0.00 € |
| Participation of PL/Deputy PL in PSC meetings, Project Management visits - Fees (5 missions of 5 days) | X | 250.00 € | 15 | 3,750.00 € | | | |
| *Project Management Costs* | | | | | | 0.00 € |
| Per diems | X | 228.00 € | 15 | 3,420.00 € | | | |
| Airfares | X | 750.00 € | 5 | 3,750.00 € | | | |
| Participation of Junior PL in PSC meetings - Fees (4 missions of 2 days) | X | 250.00 € | 8 | 2,000.00 € | | | |
| *Project Management Costs* | | | | | | 0.00 € |
| Per diems | X | 228.00 € | 8 | 1,824.00 € | | | |
| Airfares | X | 750.00 € | 4 | 3,000.00 € | | | |
| **Total Project Co-ordination Costs** | | | | | | **34,386.00 €** |

## Project Activities

### 7.1 Inception Phase

**Participation of experts and officials**

| | | | | | | |
|-------------------|---|------|--------|----------|-----------------|

### 7.2 Research Phase

**Participation of RTA + assistant**

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### 7.3 Data Pool Development

**Short term inputs**

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**Expert fees - civil account and mandated body class 1**

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**Project Management Costs**

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**Per diems**

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**Air tickets**

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### 7.3: Agricultural Economic Analysis

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### 7.5: Human Resource Development (HRD)

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</tbody>
</table>

### 7.6: Project Co-financing Total

- **Total Project Costs**: 27,720.00 €
- **Project Co-financing**: 679,640.00 €
- **Total**: 707,360.00 €