

STANDARD SUMMARY PROJECT FICHE

1. Basic Information

- 1.1 CRIS Number:** BG2004/016-711.10.05.01.10
Twining Number: BG/2004/IB/EN/05/UE
- 1.2 Title:** Strengthening the capacity of Ministry of Environment and Water to manage Operational Programme “Environment” under EU Structural and Cohesion Funds”
- 1.3 Sector:** Administrative Reform and Capacity
- 1.4 Location:** Bulgaria

2. Objectives

2.1 Overall Objective(s):

Strengthening central level institutional structures in order to achieve, sound and efficient management of EU Structural and Cohesion Funds.

2.2 Project purpose:

To prepare the Directorate “Cohesion Policy for Environment” within the Ministry of Environment and Water to function as Managing Authority of Operational Programme “Environment” and to strengthen its capacity in programming, implementation, management, monitoring, control and evaluation of Operational Programme “Environment” 2007-2013.

2.3 Accession Partnership 2003 priorities

The project will meet the priorities stated in Council Decision (2003/396/EO) from 19 May 2003 on the principles, priorities, intermediate objectives and conditions contained in the Accession Partnership with Bulgaria

- “Bring administrative capacity of the units within the ministries designated or to be designated as future managing or paying authorities up to the level required for efficient and correct implementation of Structural Funds assistance (in terms of recruitment, career profiles and training)”.
- “Make progress in ensuring compliance with acquis requirements for monitoring and evaluation of the Structural Funds, in particular for ex-ante evaluation and for the collection of the relevant statistical information and indicators”.
- “Make progress in establishing appropriate systems and procedures for financial management and control, in particular in relation to the structure of the managing and paying authorities, in order to fulfill the specific requirements of the Structural Funds regulations. Specific attention is to be given to an adequate separation of functions within the whole implementation structure”.

2.4 Contribution to National Development Plan

The improved administrative capacity is a precondition for the design of adequate programmes for environment contributing to the achievement of the NDP strategic goals, while meeting all the requirements of the relevant Community Acquis.

In 2004 the Bulgarian Council of Ministers approved the vision, strategic goals and priorities of the National Development Plan 2007-2013. These are:

1. To achieve and maintain high economic growth through dynamic knowledge economy in accordance with the principles for sustainable development.
2. To improve the quality of the human capital and to achieve employment, income and social integration levels that provide for high living standards.

2.5 Cross Border Impact

Not Applicable

3. Description

3.1 Background and justification:

Republic of Bulgaria as an accession country is preparing for the future management of the Structural and Cohesion funds. During 2004 negotiations for closure of Chapter 21 “Regional policy and coordination of structural funds”, Bulgaria committed itself to establish a structure within the Ministry of environment and water (MOEW) that would undertake the duties of Managing Authority (MA) of Operational Programme “Environment” (OPE). New Directorate “Cohesion policy for environment” (CPED), which will act as MA of OPE was established within the administrative structure of MOEW with Decree № 291/November 2, 2004 of Council of Ministers, promulgated SG.99/2004. As a new administrative structure, CPED has not received previous institutional building support. Therefore these gaps need to be fulfilled in order to fully meet the EU requirements for management of Structural and Cohesion Funds the (proposals for (respectively expected to be approved in 2005) Council Regulations published in 2004 – COM (2004) 492, COM (2004) 494, COM (2004) 495) and the Community Strategic Guidelines for 2007 – 2013¹.

Following the Communication from the Commission concerning the financial package for the accession negotiations with Bulgaria and Romania [SEC (2004)160] Bulgaria will face the challenge of being fully prepared to absorb the funds and to meet the requirements of the European Union’s cohesion policy. According to the indicative financial perspective in the first three-year period (2007-2009) Bulgaria will receive for structural actions expenditure in amount of € 2,300 million². The country and more specifically the MOEW, as responsible authority for environment, should prepare a strong programming document (OPE) to meet the obligations under Chapter 21 and to deal with the progressive increase of expenditures for structural actions.

3.2 Linked activities:

- Phare funded project “Technical assistance for support in the preparation of Operational Programme “Environment” 2007-2013”, prepared by the MA of OPE (currently under final approval). The main purpose of the project is to support the MA within the MOEW

¹ The Community Strategic Guidelines are expected to be published in 2005.

² Source: Communication from the Commission: A financial package for the accession negotiations with Bulgaria and Romania, Brussels, 10.2.2004 SEC (2004) 160 final, p.4.

in the process of preparation of OP “Environment” for the purposes of Cohesion and SF (ERDF) Funds 2007-2013 observing all principles of EU assistance³ for the next programming period 2007-2013.

- Phare funded project “Technical assistance for ex-ante evaluation of the Operational Programme “Environment” 2007-2013” prepared by the MA of OPE (currently under final approval). The main purpose of the project is to prepare ex-ante evaluation of the OPE in conformity with the new proposed EU regulations for the programming period 2007-2013, Community strategic guidelines and the reform of EU Cohesion policy for the next programming period..
- Phare funded project BG2003/004-937.10.04 “Setting up a coherent system for SF and CF in Bulgaria for the Managing Authority of the CSF and the single Paying Authority for the SF and the CF”.
- ISPA funded project 2003/BG/16/P/PA/004 “Institutional Strengthening for programming, preparation and Implementation of ISPA/Cohesion Fund in sector Environment” – support to 2 ISPA Implementing Agencies in sector “Environment” to be prepared among other things for performing as intermediate bodies for the purposes of the SF and CF.

3.3 Results:

1. Improved institutional framework in order to fully prepare the Ministry of Environment and Water to act as a MA of OPE;
2. The staff from the MA of OPE and from the potential IB envisaged so far (EU Funds for Environment Directorate, Ministry of Environment and Water) trained in Programming, Implementation, Evaluation and Monitoring, Financial management and Control phases of ERDF/CF projects and programmes;
3. Monitoring Committee of OPE completely established and functional in accordance with the requirements of the partnership principle, with the aim to provide for sustainable management of the OP;
4. Established MA of OPE operating on the basis of clear, written normative basis, including operational manual, procedures, guidelines and other instructions;

3.4 Activities:

I. COMPLETING THE FRAMEWORK FOR MA OF OPE

The aim of this activity is to provide an update on the current position on the development of administrative systems and documentation within the MA of OPE to identify gaps and propose activities to be clearly targeted and clarified.

On the basis of the review and analysis carried out and if considered necessary amendment of the Internal Regulations of the Ministry of Environment and water shall be prepared in regards to its functions as Managing Authority of an OP (i.e. organizational chart and job-descriptions of the staff appointed within the MA). In order to complete the framework for the implementation of the OPE the MA and twinning partner shall jointly review the responsibilities and tasks delegated

³ Principles of assistance – complementarily, consistency and compliance; programming; partnership; subsidiary and proportional intervention; shared management; additionally; equity between men and women. Source: Proposal for a COUNCIL REGULATION laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund (presented by the Commission){SEC(2004)924}

from the MA of the OPE to the designated Intermediate body/s. That process is expected to start by the beginning of 2006 (before final approval of OPE).

Under the present project the twinning partner may propose to the MA of OPE for delegating (through the IB/s) responsibilities and tasks to the final beneficiaries (most of them expected to be municipalities under the OPE). With regards to that the MA expects him to study/report/advise on the requirements (technical, administrative and financial as well as those related to human resources) to be fulfilled by potential final beneficiaries in order to effectively participate in the management of the ERFD/CF projects (under OPE) and to have certain tasks delegated to them. The report shall also include a recommendation (proposal) on the responsibilities that could be entrusted by the IB/s to the final beneficiaries taking into account their present status of readiness.

II. STRENGTHENING THE ADMINISTRATIVE CAPACITY OF MA OF OPE

This activity refers to training to Managing Authority staff and the staff from the potential IB envisaged so far (EU Funds for Environment Directorate, Ministry of Environment) to develop administrative capacity in the practical aspects of regulations, procedures and systems. Policy support, training and workshops will transfer best practices. Study tours and local seminars are also envisaged. Strengthening the existing administrative capacity is expected to ensure that the MA of OPE is able to organize the implementation of the operational programme, together with the socio – economic partners and the monitoring committee. The training/exchange of experience will be member-state (MS) - based, and will adopt the modular approach, covering the following core subjects⁴:

- Structural (ERDF) and Cohesion Funds context;
- Strategic planning and programming;
- Program management and implementation (including provision of “cross-cutting” MS evidence and experience from the implementation of measures similar to those to be included in OP “Environment” and long term planning project cycle and large scale infrastructure projects;
- Programme and project promotion, selection and appraisal;
- Risk assessment;
- Financial management, control and internal audit systems;
- Monitoring and Evaluation systems;
- Partnership and Coordination;
- State aid, equal opportunities and other horizontal themes;
- Communication strategy and promotional activities.

Thus, the core task of the Resident Twinning Advisor and his team will be to “plug-in” the relevant training modules at the appropriate time [sometimes simultaneously, sometimes consequentially] as the Directorate will actually be implementing some of the above activities throughout the project duration. In this way, “learning-by-doing” will be effected in terms of OPE programming, evaluation, administration and implementation, financial management and control monitoring and evaluation, partnership and coordination. This will augment the sustainability of project results, which along with the development of written procedures/manuals and the substantial number of staff trained, should ensure a “critical mass” of Structural (ERDF) and Cohesion Funds knowledge to off-set possible risks related to staff turn-over.

⁴ Some of the topics are to cover train – the – trainers approach in order to establish capacity and skills in the Managing Authority for future training of potential final beneficiaries within OPE.

The training shall be delivered through workshops with discussions on practical issues, seminars, conference and study visits.

Study visits in the Member State are foreseen, some of them for 12 representatives of the MA and the IB of OPE on the topics related to monitoring and evaluation, program management and implementation, financial management, control and audit and project promotion, selection and appraisal and one study visit for 19 members of the Monitoring Committee for OPE.

III. ASSISTANCE FOR ESTABLISHMENT AND DEVELOPMENT OF MONITORING COMMITTEE FOR OPE

Under this activity the twinning is expected to provide for:

- Development of terms of reference for OPE Monitoring Committee (and other committees/groups that may be found appropriate to be established) including methodology for partnership development and written procedures for involvement of the socio-economic partners, training of the identified social partners, coordination with other Monitoring Committees; Indicators about possible working groups to be set up within the MC, Guidelines on the establishment of working groups
- Development of skills/methodology/guidelines for preparing, approving (by Monitoring Committee) and submitting Annual Implementation Report for OPE to EC;
- Development of OPE Monitoring Committee capabilities and establishing an understanding of the practical application of the partnership principle
- Development of capacity to chair and provide a Secretariat for the Monitoring Committee of OPE including operational manual for the Secretariat;
- Development of Guidelines for MA for reporting and providing information to the MC

IV. DEVELOPMENT OF OVERALL PROGRAMME MANAGEMENT CAPACITY AND WRITTEN PROCEDURES/MANUALS/GUIDELINES

With regards to the **general programme management capacity** the following is expected under the present activity:

- Development of Operation Manual for programming, implementation, evaluation and monitoring, financial management and control phases of the programmes and projects management under ERDF and CF in conformity with the general provisions on the Structural and Cohesion Funds regulations is expected as well as Procedures Manual for MA of OPE. The manuals are expected to be prepared, based on Member - States best practice but also specifically oriented to the MA and defining its own terms of business. The manuals are to be in uniform compliance with EC Regulations for SF and CF. They shall also include standardized procedures for amendments and updating as well as the necessary supporting documentation. The manuals shall also take into account the responsibilities and tasks delegated to the IB/s of the OPE as well as the possible sub-delegation with regards to final beneficiaries.
- In order to ensure consistency between the manual for the MA and those for the IB/s the twinning partners shall jointly develop proposal for content of the IB/s manuals. The actual manual itself shall not be subject of activities (it shall be developed as part of ISPA funded project where the IB/s of the OPE shall be provided with their own manuals for the management of the projects/measure/priorities within OP “Environment”).
- Manual for risk identification and management for investment projects to be funded by ERDF/CF. The manual is to cover all stages of the project cycle.

- Guidelines for applicants explaining as far as possible the application process with regards to the OP “Environment”. This would include development of guidelines on project promotion, project development, eligibility of a projects, development of procedures for selection of projects

With regards to the need of developing the **capacity for monitoring and evaluation** the following is expected under the present activity:

- Guidance on setting up monitoring procedures - to cover the regulatory and procedural obligations of the MA but also to offer some guidance on the actual design and content of the monitoring data (indicators) from the level of the project up until reporting to the EU.
- Development of set of procedures for data collection, flow of data and the verification of the data itself; financial, physical and procedural monitoring at all levels of the OP implementation.
- Guidelines for CBA for sector Environment in Bulgaria for projects to be funded under OP “Environment”. In 2002 the European Commission published a “Guide to CBA of investment projects”.

This guide is to be considered by the countries benefiting from the SF and CF as a framework for further preparation of more detailed sector – oriented guides for financial and cost – benefit analysis based on the situation in the particular countries. The MA and twinning partner shall jointly prepare the guidelines that will allow the proper evaluation of presented financial and economic analysis for potential projects. As minimum requirements for content and scope of the Guide for CBA for sector Environment in Bulgaria, the content and the scope of the EC “Guide to Cost – Benefit Analysis of investment projects” shall be considered. The guide is expected to include all necessary checklists and other appropriate tools for evaluation of presented financial and economic analysis and data for potential projects. During the preparation of the manual particular attention shall be paid the real situation in the sector in the country especially in aspects like assuring adequate and consistent economic, demographic and environmental input data into the analysis.

- Introduction of a system of evaluation tailored to meet the needs of the OPE. The system of evaluation should be coherent and homogeneous in its procedures, methods, practices and contents. In order to achieve maximum quality, efficacy and comparability of the evaluation activities the system shall propose and put into practice common evaluation procedures and methodologies, to promote, guide and orientate, from the technical and methodological viewpoint, the launching of evaluation activities.
- Development of scheme for analysis of the various implementation phases of the programme and of the effectiveness and coherence of the actions performed.
- Development of guidelines for the organization of the mid-term evaluation – with particular regard to: standardized models for public tenders for the selection of independent assessors, defining a set of reference indicators for the programme complements, defining a common methodology for the evaluation reports, introducing guidelines to check the quality of tenders and reports
- Developing an evaluation plan for the MA of OPE, management of the evaluation, developing evaluation questions;
- Ensuring the quality of evaluation – organization of evaluation, evaluation of processes and products, increase MA ability for self-assessment and internal evaluation
- Criteria and tools for evaluation of environmental sustainability.

With regards to the **capacity on financial management and control** the following is expected under the present activity:

- Setting up a filing system, archive system and mail incoming and outgoing register system – logical and ordered in a way of storing information, corresponding chronologically to the activities and the steps within the activities of the developing and implementing the OP. It shall be independent of the owner of the information, facilitate audits, easily assessable and with determine right of access for any confidential information.
- Ensuring that the MA of OPE has sound financial management system in place through establishment of adequate financial management system including payment procedures and checklists;
- Establishment of adequate controlling mechanisms. The MA of OPE is responsible for correctness of the financial operations. The controlling mechanism shall be able to:
 - facilitate the detection of possible shortcomings and risks in the implementation of actions and/or projects;
 - verify the compliance of the summarized certified data with the individual expenditure entries and the probative documents at various levels (specification of the probative documents, date and method of payment, availability of supportive documentation on the accounting entries at various levels of management, detailed information on expenditure actually incurred by final beneficiaries, for each of the co-financed projects, including the date of the accounting entry and the precise amount for every entry of expenditure);
 - to verify, by means of selection criteria and on the basis of risk analysis, the payment claims and declarations of expenditure presented at various levels;
 - to make available, at various levels of management, the technical and financing plans of the actions and of procedural documents;
 - to specify all the authorities responsible for preparing the statement of accounts and to describe the relations between the such authorities.;
 - to prepare a detailed statement of account at lower levels, that will be used as supporting documentation for statements of accounts at upper levels (If the statement of accounts contains any entries, where only part of the total amount is co-financed by the SF/CF, this has to be clearly registered and duly justified);
 - To establish procedure for discovering and notifying irregularities at the level of MA of OPE and IB as well as procedure for wrongly paid sums;

4. Institutional Framework

The Beneficiary of the project will be the Ministry of Environment and Water. It will be responsible for management and co-ordination of the project. The Chief Secretary of the Ministry of Finance, Tencho Popov will act as Programme Authorizing Officer (PAO) of the project.

Project Leader

The technical implementation of the project will be the responsibility of the Ministry of Environment and Water, whose main function will be day-to-day co-ordination and implementation of the project activities. The BC Project Leader will be Director of Directorate “Cohesion policy for environment (MOEW).

Ms. Violeta Vrancheva

Director of “Cohesion policy for environment” Directorate, Ministry of environment and water

22 Maria Louisa Blvd.

1000 Sofia, Bulgaria

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Project Implementation Unit

A Project Implementation Unit (PIU) will support the project leader, which unit will be in charge of implementing various tasks of the project implementation. The PIU will be situated in the MOEW.

Steering Committee

A Steering Committee shall supervise the implementation of the MOEW project “Strengthening the capacity of the MOEW to manage Operational Programme “Environment”. It will be chaired by a Deputy Minister of MOEW, responsible for the management of Structural and the Cohesion Funds. The SC shall have regular sessions on a quarterly basis. The SC may have extraordinary sessions upon requests from two of its voting members. It will coordinate the selection activities of the Twinning partner and will closely supervise and direct the drafting of the Twinning Contract. The Steering Committee will supervise the implementation of the project, review and approve project’s outputs, and their conformity with the Strategy on the Preparation for EU Structural Funds. The Steering Committee will consist of representatives from the Ministry of Environment and Water as well as representatives from CFCU Directorate (Ministry of Finance) and EC Delegation (both as observers).

5. Detailed Budget

Year 1/Phase 1	Phare Investment Support	Support		National Co- financing*	IFI*	TOTAL
		Institution Building	Total Phare (=I+IB)			
<i>Contract 1</i> Twinning services		600 000	600 000			600 000*
Total		600 000	600 000			600 000*

**National Co-financing of up to 10% will be provided through the National Fund Directorate in the Ministry of Finance.*

6. Implementation Arrangements

6.1. Implementing Agency

The CFCU - Ministry of Finance of Republic of Bulgaria is the Implementing Agency (IA) for this project. The financial management of the twinning arrangements will be the responsibility of CFCU.

The CFCU will be the Implementing Agency responsible for tendering, contracting and accounting with assisting in good project design and implementation and Phare procurement and payment rules. The CFCU (Ministry of Finance) is in charge of the contracting and financial management. The Chief Secretary of the Ministry of Finance, Tencho Popov will act as PAO of the project. His contact details are:

Mr Tencho Popov
Chief Secretary of the Ministry of Finance and PAO
102 Rakovski Str.
1040 Sofia

Tel: 359 2 9859 2772
Fax: 359 2 9859 2873

6.2 Twinning

The project will be delivered by twinning. Its duration will be 12 months as shown in section 7 of the current project fiche. The key results of the twinning are shown in the section 3.3 above. The activities to be undertaken under the twinning are shown in section 3.4.

The contact point for EU Member States interested in making twinning proposals is:

Ms. Violeta Vrancheva

Director of “Cohesion policy for environment” Directorate, Ministry of environment and water
22 Maria Louisa Blvd.

1000 Sofia, Bulgaria

Tel: +359 2 940 6157

E-mail: vranchevav@moew.government.bg

The Twinning project will therefore include:

- Resident Twinning Advisor (RTA – the assignment will last 12 months), from a Member State to work on a day-to day basis with the beneficiary in the candidate country and accompany the implementation of the twinning project.
- MS Project Leader should be senior expert with personal experience of minimum 8 years in programming, implementation, management, monitoring, control and evaluation of Operational Programmes funded by Structural and Cohesion Funds. MS Project Leader will serve as the main point of contact and will coordinate the overall thrust of the project.
- MS short and medium - term experts should be experts with personal experience (minimum 3 years, preferably 5 to 8 years) in programming, implementation, management, monitoring, control and evaluation of Operational Programmes funded by Structural and Cohesion Funds. Team should consist of sufficient number of qualified experts, with respect of the purpose to achieve the activities to be undertaken under the project.

Member states bidding for the project are encouraged to include in their proposed Teams experts from more than one EU member state, with a view to obtain access to the best EU practices, working with the Structural and Cohesion funds.

6.3 Non-standard aspects

The Twinning Manual will be followed.

6.4 Contracts

One twinning contract is envisaged. The budget will cover the costs for support provided by the EU and local experts, survey, expert assistance and certain costs for training of staff and study visits, as regards the provisions of the Twinning Manual;

7. Implementation Schedule

7.1 Start of tendering/call for proposals:

1st of June 2005

7.2 Start of project activities

1st of January 2006

7.3 Project Completion

31st of December 2006

8. Equal Opportunity

The project will be implemented according to the regulations of Bulgarian law, providing equal opportunities for men, women and ethnic groups.

9. Environment

Not applicable.

10. Rates of return

Not applicable.

11. Investment criteria

Not applicable.

12. Conditionality and sequencing

- The Ministry of Environment and Water ensures sufficient staffing for performance of project activities in terms of number and administrative capacity

Annexes to project Fiche

1. ANNEX 1: Logframe in standard format
2. ANNEX 2: Detailed implementation chart
3. ANNEX 3: Contracting and disbursement schedule, by quarter, for full duration of project (including disbursement period)

Phare log frame

LOGFRAME PLANNING MATRIX FOR Project		Programme name and number	Unallocated IB envelope
UNALLOCATED INSTITUTION BUILDING ENVELOPE		Contracting period expires:	Disbursement period expires:
Strengthening the capacity of the MOEW to manage Operational Programme “Environment” under the EU Structural and Cohesion Funds		30 November 2006	30 November 2007
		Total budget : 600 000 ⁵	Phare budget : 600 000
Overall objective	Objectively verifiable indicators	Sources of Verification	
<ul style="list-style-type: none"> Strengthening central level institutional structures in order to achieve, sound and efficient management of EU Structural and Cohesion Funds. 	<ul style="list-style-type: none"> Establishment of a sound and efficient management system of EU Structural and Cohesion Funds and co-financing resources in MOEW. 	<ul style="list-style-type: none"> Annual Report on progress towards Accession Monitoring Reports from EC missions 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> To prepare the Directorate “Cohesion Policy for Environment” within the Ministry of Environment and Water of Bulgaria to function as Managing Authority of Operational Programme “Environment” and to strengthen its capacity in programming, implementation, management, financial management and control, monitoring and evaluation of Operational Programme “Environment” 2007 -2013 	<ul style="list-style-type: none"> Relevant documentation (operational manuals, administrative procedures, guidelines, etc.) prepared and tested. Number of staff trained in MA and potential IB/s . 	<ul style="list-style-type: none"> Regular report of the twinner and evaluation sheets Minutes of the monthly project review meetings 	<ul style="list-style-type: none"> Commitment on political level; Project is considered high priority for the MOEW The new EU regulations on Structural and Cohesion Funds shall be applied in the legislative framework for the preparation for EU Structural and Cohesion Funds. Recruitment of necessary

⁵ *National Co-financing of up to 10% will be provided through the National Fund Directorate in the Ministry of Finance.

			<p>staff.</p> <ul style="list-style-type: none"> • Stability of institutions
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> • Framework of Managing Authority of OPE is completed • Necessary training provided and staff trained from the MA OPE and from the IB/s. • Monitoring Committee for OPE is established and working <ul style="list-style-type: none"> ○ Developed Terms of Reference for OPE Monitoring Committee ○ Developed skills/methodology guidelines for preparing, approving by MC and submitting Annual Implementation Report for OPE to EC; ○ Developed capabilities of OPE MC and established an understanding of the practical application for partnership principle; ○ Developed capacity to chair and provide Secretariat for the MC of OPE including operational manual for the Secretariat; ○ Developed Guidelines for MA for reporting and providing information to MC. • Developed written Procedures/ Manuals/ Guidelines <u>With regard to Programme Management Capacity</u> <ul style="list-style-type: none"> ○ Developed Operational Manual for programming, implementation, evaluation and monitoring, financial management and control phases of the programmes and projects management under ERDF and CF; ○ Developed Procedures Manual for MA of OPE; ○ Developed proposal for content of the IB/s manuals; ○ Developed Manual for risk identification and management for investment projects to be funded by ERDF/CF; ○ Developed Guidelines for applicants for the application process with regards to OP “Environment”. 	<ul style="list-style-type: none"> • Number of organized trainings for the MA and IB/s • Terms of Reference for Monitoring Committee of OPE • Trainings for MC members • Guidelines for preparing, approving and submitting Annual Implementation Report for OPE to EC prepared and mutually agreed • Operational Manual for the Secretariat of MC prepared and mutually agreed • Guidelines for MA for reporting and providing information to the MC prepared and mutually agreed • Operational Manual for programming, implementation, evaluation and monitoring, financial management and control phases of the programmes and projects management under ERDF and CF prepared and mutually agreed • Proposals for content of the IB/s manuals prepared and mutually agreed • Manual for risk identification and management for investment projects prepared and mutually agreed • Guidelines for applicants to the 	<ul style="list-style-type: none"> • Regular project reports by the consultant • Steering Committee sessions minutes; • Evaluation of the carried out workshops, seminars, study tours; • Monitoring reports on Phare programme. 	<ul style="list-style-type: none"> • The beneficiaries allocate appropriate human and financial resources to the specific tasks

<p><u>With regard to Monitoring and Evaluation Capacity</u></p> <ul style="list-style-type: none"> ○ Developed guidance on setting up monitoring procedures ○ Developed set of procedures for data collection, flow of data and the verification of the data itself ○ Developed Guidelines for CBA for sector Environment in Bulgaria for projects funded under OPE. ○ Introduced system of evaluation tailored to meet the needs of the OPE. ○ Developed scheme for analysis of the various implementation phases of the programme and of the effectiveness and coherence of the actions performed. ○ Developed guidelines for the organization of the mid-term evaluation ○ Developed evaluation plan for MA of OPE, developed management of the evaluation, and evaluation questions; ○ Ensured quality of the evaluation system ○ Developed Criteria and tools for evaluation of environmental sustainability. <p><u>With regard to Financial Management and Control</u></p> <ul style="list-style-type: none"> ○ Set up filing system, archive system and mail incoming and outgoing register system ○ Established adequate financial management system including payment procedures and checklists; ○ Established adequate controlling mechanisms. 	<p>OPE prepared and mutually agreed</p> <ul style="list-style-type: none"> ● Guidance on setting up monitoring procedures prepared and mutually agreed ● Procedures for data collection at all levels of OPE implementation prepared and mutually agreed ● Guidelines for CBA for sector Environment in Bulgaria for projects to be funded under OPE prepared and mutually agreed ● Introduction of a system for evaluation tailored to meet the needs of OPE developed and mutually agreed ● Scheme for analysis of the various implementation phases of the programme and of the effectiveness and coherence of the actions performed developed and mutually agreed ● Guidelines for the organization of the mid-term evaluation developed and mutually agreed ● <u>Established filing system, archive system and mail incoming and outgoing register system</u> ● <u>Established sound financial management and control system</u> 		
Activities	Means		Assumptions
<ul style="list-style-type: none"> ● Completing the framework for MA of OP “Environment” ● Strengthening the administrative capacity of MA of OP “Environment” ● Assistance for establishment and development of 	<ul style="list-style-type: none"> ● Twinning Contract 		<ul style="list-style-type: none"> ● Elaboration of Twinning Contract signed according to the implementation chart

<p>Monitoring Committee for OP “Environment”</p> <ul style="list-style-type: none"> • Development of written Procedures/ Manuals/ Guidelines <ul style="list-style-type: none"> ○ For general Programme Management ○ for Monitoring and Evaluation ○ for Financial Management and Control 			<ul style="list-style-type: none"> • The involved staff remains stable; • Pro-active project management; • High level of coordination • Appropriate twinning partners will be found
	<p>Preconditions The beneficiary allocates appropriate human resources to the specific tasks. Full participation of senior management.</p>	<p>Preconditions</p>	

Unallocated Institution Building Envelope

Detailed implementation chart

Component	2005												2006												2007											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Unallocated Institution Building Envelope		D	D	D	D	T	T	T	T	T	T	T	I	I	I	I	I	I	I	I	I	I	I	I												

D: Design

T: Tendering/ Call for proposals and contracting

I: Implementation

Annex 3

Unallocated Institution Building Envelope

CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE

Cumulative Contracting and Disbursement Schedule

Project number:

Project title: "Assistance for the Preparation of the Sectoral Operational Programme on Environment 2007-2013"

	2005				2006			
	1.Q	2.Q	3.Q	4.Q	1.Q	2.Q	3.Q	4.Q
Contract 1 – Twinning								
Contracted					600 000	600 000	600 000	600 000
Disbursed					120 000	300 000	420 000	600 000