



Phare

Infocontract n°3
1994

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Introduction

Infocontract aims to provide the business community with the information it requires to interact profitably with Phare.

The contractual information to be found in these pages is taken from the financing proposals for the sector programmes and is published after the programmes' approval by the Phare Management Committee.

Infocontract n°3 - 1994 sets out the contractual implications of programmes approved by the Committee at its 31st meeting held on 26 and 27 July 1994.

Please bear in mind, however, that the publication of the business-related information in these pages does not commit the partner country or the Commission either to adhere to a fixed timetable for implementation or to follow exactly the outlines traced below. Individuals or companies wishing to obtain more detail on the contractual implications of these programmes should contact the relevant Programme Management Unit that is responsible for the implementation of the approved programme. Only individuals or companies registered and resident in European Union Member States or Phare partner countries will be considered for implementing the tasks set out below.

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What is Phare?

The Phare Programme is a European Union initiative which supports the development of a larger democratic family of nations within a prosperous and stable Europe. Its aim is to help the countries of central and eastern Europe rejoin the mainstream of European development and build closer political and economic ties with the European Union.

Phare does this by providing grant finance to support the process of economic transformation and to strengthen newly created democratic societies. Phare also provides grant finance to help countries with Europe Agreements integrate with the European Union.

In its first five years of operation to 1994, Phare has made available ECU 4,283 million to 11 partner countries, making Phare the largest assistance programme of its kind.

Phare works in close cooperation with its partner countries to decide how funds are to be spent, within a framework agreed with the European Union. This ensures that Phare funding is relevant to each government's own reform policies and priorities. Each country takes the responsibility for running its own programmes.

Phare provides know-how from a wide range of non-commercial, public and private organisations to its partner countries. It acts as a multiplier by stimulating investment and responding to needs that cannot be met by others. Phare acts as a powerful catalyst by unlocking funds for important projects from other donors through studies, capital grants, guarantee schemes and credit lines. It also invests directly in infrastructure, which will account for more Phare funds as the restructuring process progresses.

The main priorities for Phare funding are common to all countries, although everyone is at a different stage of transformation. The key areas include restructuring of state enterprises including agriculture, private sector development, reform of institutions and public administration, reform of social services, employment, education and health, development of energy, transport and telecommunications infrastructure, and environment and nuclear safety. Under the Europe Agreements, Phare funding is being used to make laws compatible with European Union norms and standards, and to align practices.

Section 1 - National programmes

Albania

General Technical Assistance Facility

Duration	to mid 1997
Amount	MECU 4.6
Implementing authority	
Overall coordination	Phare Aid Coordination Unit Ministry of Finance Deshmoret e Kombit Tirana tel (+355-42) 283 62 fax (+355-42) 226 55 Contact: Mr A Da Venezia, Foreign Aid Adviser
Private sector	Ministry of Industry and Trade SME Foundation Ministry of Tourism Savings Bank
Local government	Municipality of Tirana Municipality of Korca
Economic legislation	Ministry of Finance Legal Department

Private sector development

ECU 3,000,000

SMEs

ECU 2,050,000

Further financial support for the ECU 1.5 million SME credit scheme for the purchase of capital goods (subject to a positive outcome of the review of the first phase of the scheme)

Further financial support and expertise to the SME sector to

- support the SME Foundation to improve the technical and financial services provided by the network of regional business agencies to entrepreneurs, concentrating on daily operations and management
- strengthen the capacity of the credit department of the Savings Bank (which administers the SME credit scheme) in credit analysis and management and daily operations through on-the-job training for bank staff at the central and branch level and special training facilities for credit analysis and management
- support the Ministry of Industry and Trade in elaborating a strategy for the SME sector.

<p>Tourism</p> <p>Further expertise and financial support to the tourism sector to</p> <ul style="list-style-type: none"> • support the Ministry of Tourism in developing the legal and institutional framework and a strategy policy for the tourism sector through a long-term adviser at the Ministry and in the regions involved • establish a credit facility (ECU 450,000), similar to the SME credit line, to provide credit to enterprises setting up tourism-related industries to cover the purchase of capital goods and equipment. 	<p>ECU 650,000</p>
<p>Foreign Information Centre</p> <p>Expertise and training to establish an independent trade information centre to advise the public and private sectors on trade issues in Albania and promote Albanian SMEs abroad</p> <ul style="list-style-type: none"> • expertise for the institution building process of the centre • on-the-job training to develop the centre s management structure and ensure the quality of services provided • training facilities and study trips. 	<p>ECU 300,000</p>
<p>Local government</p> <p>Support for decentralisation through activities for local government development in two pilot municipalities, Tirana and Korca, with focus on</p> <ul style="list-style-type: none"> • reinforcing organisational and managerial capacity, involving the review and development of current divisions of tasks and functions, management functions and structure, inter-departmental links and links with district and central level, staffing, human resources management, administrative and decision making processes and procedures • strengthening administrative procedures and processes in key administrative areas, which will be subject of detailed development, including preparation of guidelines and instructions for implementation, assessment of the possibilities of computerisation, subsequent development of manual and software systems, purchase of equipment, testing and training • developing a comprehensive training programme, including specific professional training (such as training in computers, filing systems, project preparation) as well as general management training which will cover both elected representatives and administrative management and staff • preparing a comprehensive evaluation of the pilot programmes, including the preparation of guidelines, manuals and other documentation for dissemination to other local governments • preparing an assessment of the need for further support for the pilot municipalities and the extension of activities to other municipalities or district administration. 	<p>ECU 800,000</p>

Aid coordination

ECU 500,000

Support to promote the effective use of external aid by developing the capacity of the Phare aid coordination unit at the Ministry of Finance and relevant line ministry officials, through

- establishment of proper management and coordination structures and procedures within the aid coordination unit as well as between the unit and officials appointed as aid coordinators in other ministries and institutions
- establishment of guidelines and appropriate accounting systems together with management support programmes, systems and materials
- development of a common information database
- development of an appraisal and evaluation programme
- appointment of a long-term adviser to the unit to support the director with overall management of aid coordination
- provision of short-term expertise for activities such as public investment studies, project appraisals and database development
- training for the unit in Phare programming and monitoring and in the coordination of external support, macroeconomics and other economic development issues
- training for aid coordination staff in other ministries and institutions on the basis of a detailed support programme.

Reform and approximation of economic legislation

ECU 300,000

Support for

- expertise to approximate existing and new legislation
- expertise to develop a comprehensive training programme for officials and judges involved in preparing and implementing economic legislation, including training and study visits abroad
- provision of documentation, including translation, as well as basic equipment and software for the classification of legal documentation.

Albania

Programme for credit, land market, extension and agro-processing restructuring

Duration	to mid 1996
Amount	MECU 5
Implementing authority	<p>Programme Implementation and Coordination Unit Ministry of Agriculture and Food Bld Deshmoret e Kombit Tirana tel (+355-42) 283 18 fax (+355-42) 279 24 Contact: Mr Galin Kora, National Coordinator Mr Paul Craig, Team Leader Mr Donald Davis, Input Supply Coordinator Mr Jorgensen, Credit Specialist</p>

Land market

ECU 2,000,000

Continued provision of equipment and staff training for the Land Research Institute, Geology-Geodesy Enterprise and Military Topographic Institute

- map production and the completion of accurate maps of individual parcels of land through aerial photography and ground survey in some ten districts
- systematic survey, mapping and registration of over 1.8 million parcels (on average 1.4 ha) within the appropriate legal framework.

Mechanisation and small and medium agro-enterprises - credit lines

ECU 1,500,000

Support to the Rural Commercial Bank for

- large scale institution building, in particular given the Bank's responsibility for rural and agricultural credit
- further funding of a credit line, targeted to the needs of individual smallholders or village producer groups, with extension to cover not only small tractors and mechanical cultivators but also stationary machinery, such as pumps, decorticators and threshers.

Continued business advice and financial support to

- approximately 500 small and medium agro-processing units (after their privatisation).

Private agriculture and programme management

ECU 1,500,000

Continued support for reorienting and developing extension services to private smallholdings to

- facilitate farmers' access to information on improved production technology and other farm development possibilities
- advise farmers how to improve their incomes through farm business analysis
- facilitate farmers' access to credit for seasonal and other inputs.

Expertise and training to

- ensure the satisfactory management and administration of all Phare funds designated to the Rural Commercial Bank
- support the Agricultural Programme Office established within the Ministry of Agriculture and Food, which is responsible primarily for performing studies and analyses to formulate policies on land market, development, privatisation and credit and which also coordinates foreign support for the sector and promotes collaboration between the foreign support and Ministry structure
- support the programme management unit, which is responsible for the overall management of the Phare programme.

Bulgaria

Transport infrastructure development programme

Duration	to mid-1997
Amount	MECU 12
Implementing authority	Ministry of Transport 9 Vassil Levaki Street, 1000 Sofia tel (+359-2) 88 12 03, 843 43 97 fax (+359-2) 87 05 93 Contact: Mr Dimitar Zoev, Director

Roads rehabilitation

ECU 10,400,000

Assumption by Phare of some 25 per cent of the government's funding contribution to the national roads rehabilitation programme for the following works

Road n°	Section	km	Phare funding MECU
A1	AM Trakia	9.0	0.22
A1	AM Trakia	9.5	0.23
A1	AM Trakia	9.0	0.22
A1	AM Themus	8.0	0.19
A1	AM Trakia	5.5	0.13
A1	AM Themus	6.2	0.15
A1	AM Trakia	11.0	0.26
II 6	Popovitzza/Zagora	46.3	0.69
I 5	Haskovo/Kardiali	17.2	0.26
I 8	Haskovo/Harmanli	24.9	0.37
I 8	Plovdiv/Haskovo	23.4	0.35
I 6	Kjustendil/Radmir	19.2	0.32
Completion of Trakia motorway			3.40
I 9	Varna/Burgas	53.8	0.76
I 1	Montana/Vratsa	14.9	0.23
I 2	Vratsa/Botevgrad	28.0	0.47
I 2	Razgrad/Novi Pazar	10.3	0.21
I 5	Ruse/Biala	8.3	0.14
I 5	Ruse/Biala	4.0	0.07
I 5	Gabrovo/Pick Shipka	15.0	0.28
I 5	Shipka/Kazanluk	8.7	0.14
I 4	Koritna/Mikre	6.6	0.10
I 4	Mikre/Sevlievo	16.7	0.38
I 1	Pernik/Dupnica	6.3	0.10
I 1	Blagoevgrad/Sandans	20.7	0.48
I 6	Sofia/Pirdop	5.0	0.09
I 6	Karlovo/Kalofer	11.3	0.16

Technical expertise

ECU 1,600,000

Expertise to the Ministry of Transport to

- reinforce its capability to plan its investments
- prepare feasibility studies
- fund the Phare Project Management Unit.

Czech Republic

Civic society development programme

Duration	to end 1997
Amount	MECU 2
Implementing authority	Civil Society Development Fund Politických Veznu 13 110 00 Prague 1 tel (+42-2) 242 15 425 ex 263 fax (+42-2) 26 53 75 Contact: Mrs Alena Huptychova, PMU Director

Information and service activities

ECU 430,000

Grants for non governmental organisations to support

- the development of information and service centres at the central, sectoral and regional levels, to create information databases and other information materials, provide advisory and public relations services and build links with government authorities and western European NGOs and donors
- information activities for minority groups, such as gypsies, on means of participating in civic society and on the work of non-profit organisations
- advisory services on-site in individual NGOs, including tailored advice for individual needs
- production of handbooks on NGOs (on a sectoral basis based on research), up-to-date mapping of NGOs, address books, information books and guidelines on various issues
- development of skills and expertise on legislation to improve the legal and fiscal environment for NGOs
- research, statistics and analyses of the NGO sector to improve information on NGOs, covering fields such as the structure of the sector, terminology, information resources, NGO publications and periodicals, financial resources, legal and fiscal framework and compatibility with other European laws, journalists interested in NGOs and possibilities for publicity
- public awareness campaigns on the NGO sector, including meetings, discussions, films and videos
- workshops and briefings to acquaint the media with the NGO sector and encourage reporting of events
- NGO conferences at the central, sectoral or regional levels
- meetings and dialogues with parliamentarians, government and representatives at the local, regional and national levels
- information for potential donors, including entrepreneurs and corporations.

Training**ECU 260,000**

Grants for training activities to increase the knowledge and skills of NGO staff and activists and to strengthen the organisational capacity of formal, informal and newly created NGOs

- courses in basic skills, such as professional management, planning, accounting, evaluation, fund-raising and public relations
- training in topics such as lobbying, recruitment and work with volunteers, membership, activists, cooperation with government authorities, networking, social accountability and ethics
- training for special groups, such as the same type of NGOs, member NGOs, volunteers for certain NGO types and for applicants under the programme
- training and seminars for NGOs and representatives at local, regional and national governmental level, to find common approaches and solutions to needs and ways of cooperation
- placements and courses for trainers, officers and volunteers in Czech and foreign NGOs
- training for potential donors in topics such as needs assessment, grant-making, and evaluation.

Project-related activities**ECU 1,030,000**

Co-financing for specific projects and pilot schemes (including support of core costs, such as infrastructure initial running costs), subject to a minimum contribution of 30 per cent from recipient NGOs

- typically in the field of ecological, health and social issues, human rights and minorities
- to support an extension in the range and type of activities pursued by NGOs, to strengthen their organisational capacity and to support newly established organisations and informal groups.

Estonia

General Technical Assistance Facility

Duration	to end 1997
Amount	MECU 1.5
Implementing authority	Ministry of Finance Suur-Ameerika ST 1 0100 Tallinn tel (+372-2) 44 36 00, 68 35 79 fax (+372-2) 45 04 89, (+45-30) 35 00 10 Contact: Mr Istvan Gyurkovics, Phare Coordinator

Free Trade Agreement and future European Union integration

ECU 600,000

Support for fulfilling Estonia's commitments under the Free Trade Agreement, due for signature in 1994, including

- the exchange of information on European Union trade/economic legislation
- provision of advice
- seminars and training activities
- possible technical expertise to reinforce local staff
- translation of European Union legislation in relevant sectors.

Support for other priorities for European integration, including

- addressing urgent issues
- drawing up a priority programme for more long-term support
- simplifying the single administrative document for inspection and formalities in respect of the transport of goods
- developing investment plans and strategies for the transport sector.

Public investment programme and aid coordination

ECU 200,000

Support for securing the efficient operation of the government's new public investment programme

- guidance, advice and training
- development of a project database containing all relevant data
- definition and implementation of a system for monitoring the implementation of the programme.

Continued support to the aid coordination unit at the Ministry of Finance for

- building up the unit's coordination and priority setting capacities, with focus on programming, evaluation, sector monitoring and programme implementation
- training in relation to support programmes from Phare and other donors.

Other activities and reserve

ECU 700,000

Flexible support for

- preparatory activities
- the continuation of on-going activities
- the launch of new activities of a limited nature which are not included in the core areas for funding identified in the Indicative Programme
- drafting of reports related to project preparation and strategy formulation
- elaboration of a programme strategy for agriculture
- activities on business education, building on previous support to the Tallinn Business School (curriculum development, provision of teaching materials and training courses).

Estonia

Programme for the energy sector

Duration	to end 1996
Amount	MECU 3
Implementing authority	Estonian State Energy Department 29 Gonsiori St 0104 Tallinn tel (+372-2) 42 14 80, (+45-30) 82 71 45 fax (+45-30) 82 36 74 Contact: Mr Kaido Bostrov, PIU Director Mr Pihkrva Mr Franz Longhi, Foreign Adviser Mr Georg Nielsen

Energy strategy

ECU 850,000

Formulation of an energy strategy plan, with energy efficiency as a key element, to

- define priorities regarding least-cost rehabilitation and development of energy saving
- define the main needs in terms of the institutional and legal framework
- serve as a basis for priorities for the authorities efforts to improve the energy sector
- serve as a basis for priorities for future loans from the international financing institutions.

Decentralised energy network

ECU 450,000

Establishment of four regional offices to enhance local capability to define and prepare projects for financing

- the offices will be part of a network, located throughout Estonia
- they will be under the responsibility of the Energy Department and will be staffed mainly by Estonian personnel
- they will support and train local municipalities, companies and consultants in the restructuring process and in the implementation of efficiency measures, including the preparation of bankable projects.

Legislation and norms

ECU 300,000

Expertise for introducing compatibility with European Union legislation and standards through activities to

- introduce a legal framework for the institutional, financial and technical development of the energy sector
- ensure convergence with European Union energy policies and compatibility with the Energy Charter
- define the legal framework in detail, following the recommendations of the energy strategy plan.

Institutional and organisational development**ECU 900,000**

Support for the Ministry of Energy to improve its institutional and organisational structure through funding for the energy programme management unit, which will

- support the Energy Department to coordinate foreign aid and manage Phare programmes for the sector
- follow up on measures which have already been implemented
- provide general expertise to the government in its energy policy making
- manage a special allocation for a training facility, designed to contribute to the general development of professional knowledge and capacity among the main players in the sector.

Oilshale policy**ECU 400,000**

Definition of a policy on the future use of oilshale to

- find least-cost solutions for electricity supply, including regional (Baltic), environmental, economic and social aspects
- identify needs for short-term investments in plants using oilshale in a long-term perspective concerning the use of this domestic energy resource
- formulate a strategy for a short-term investment programme in the oilshale combustion field, including environmental investments.

Hungary

Border crossing modernisation programme

Duration	to end 1997
Amount	MECU 8
Implementing authority	Hungarian Customs and Finance Guard Mester U. 7 H-1095 Budapest IX tel (+36-1) 2118 01 28 fax (+36-1) 218 01 92 Contact: Mr Arnold, Director-General

Upgrading of the following crossings			ECU
Nagylak	(Romanian border)	expansion and modernisation of border crossing	1,000,000
Gyula	(Romanian border)	expansion and modernisation of border crossing	2,200,000
Artand	(Romanian border)	expansion and modernisation of border crossing	1,000,000
Zahony	(Ukrainian border)	construction of a truck terminal and modernisation of border crossing	1,000,000
Rajka	(Slovak border)	modernisation of highway border crossing	1,700,000

Final programme design is awaited but activities will typically include

- construction of central buildings housing general customs offices, laboratories for veterinary and phytological inspections, offices for transporters/forwarders and offices for banking transactions
- a large roofed holding area for general cargo inspection
- a separate building for special customs control
- warehouses for storing cargo
- holding areas for some 80 lorries with trailers
- separate holding areas for trucks carrying hazardous cargo and live animals
- access roads and transit roads, including fast lane facilities
- all necessary equipment, including weigh bridges, inspection and handling equipment for conducting full turnout inspections
- all necessary water, sewage, power, lighting and communications facilities
- possibly, technical expertise for upgrading customs procedures and management practices.

Hungary

Private sector development programme

Duration	to end 1997
Amount	MECU 16.5
Implementing authorities	
Restructuring & privatisation	<p>State Property Agency Pozsony ut 56 1133 Budapest PO Box 708 (1399 mail) tel (+36-1) 269 86 00, 129 46 50, 129 48 00 fax (+36-1) 140 27 23 Contact: Mr Jàanos Hatvani Szabo, Managing Director Mr Eric Roty, Programmes Mr Jeremy Purce, Financial Administrator Mr Dominique Fort, Privatisation</p>
Management training	<p>Ministry of Industry and Trade Margit Krt 85 1525 Budapest 11 PO Box 96 tel (+36-1) 156 39 38, 156 69 64 fax (+36-1) 155 88 91, 175 90 91 Contact: Ms Beatrice Ravel, Training</p>
Banking	<p>Bank Control Unit Ministry of Finance Josef Nador Tér 2/4 H-1051 Budapest tel (+36-1) 118 63 40 fax (+36-1) 266 02 83</p>
Public finance	<p>Phare PMU Ministry of Finance 7-8 Roosevelt tér 1051 Budapest tel (+36-1) 111 66 44, fax (+36-1) 11 70 85 Contact: Mr Anrdas Biro, Director Mr Simon Armstrong, Team Leader Mrs Maria Borda, Accounting Mr Michael Vissing, Banking</p>
Investment and trade development, export finance	<p>Investment and Trade Development Agency Dorottya ut 2 1051 Budapest tel (+36-1) 118 60 64 fax (+36-1) 118 46 55 Contact: Mr F Banki, Managing Director Mr F Perry, Programme Manager Mr P McGrath, Trade Mr P Moricz, Investment Mr G Walsch, Trade</p>

Enterprise restructuring, privatisation and training **ECU 6,000,000**

Enterprise restructuring and privatisation ECU 3,000,000

Support to enterprises owned by the State Property Agency and the State Holding Company and to the Ministry of Industry and Trade, through

- strategic reviews, enterprise diagnostics, business plans and implementation of soft restructuring at the enterprise level
- expertise to increase the efficiency of state asset management and corporate governance and to accelerate the speed of the privatisation process
- expertise to enterprises, subject to the success of the pilot investment vehicle (Hybrid Fund for Enterprise Restructuring and Privatisation).

Training ECU 3,000,000

Training of middle managers from 80 companies undergoing transformation (with possible extension to other medium-sized enterprises under privatisation or already privatised) on

- general management skills and technical knowledge needed to operate a company in the market economy
- marketing and sales, investment appraisal, cost accounting, budget control, quality control, customer services and other new management techniques.

On-site in-company training for middle managers to

- develop communication and leadership skills
- transfer an understanding of a market economy and its consequences for a company's operations
- explain the main functions of a company and how they inter link
- stress the priority of marketing over production.

Specialised training at different training centres on

- finance, accounting and marketing.

Banking and financial sector reform **ECU 5,250,000**

Banking ECU 5,000,000

Provision to the Bank Control Unit at the Ministry of Finance (and possibly the State Banking Supervision Authority) of

- long-term management advisers for effective bank governance and monitoring of the re-capitalisation agreements and action plans of selected banks
- short-term on-call experts to cover specific technical aspects.

Expertise to the commercial banks to strengthen their cash flow generating potential and therefore their capital adequacy ratios, targeted at

- priority areas under the action plans
- the work-out units and loan departments.

Possible support to major debtors to help them

- prepare suitable debt conciliation requests
- undertake appropriate corporate restructuring.

Possible support to the Ministry of Finance to

- organise and implement debtor conciliatory procedures.

Public finance

ECU 250,000

Support to the State Audit Office and the Government Financial Control Office to strengthen control and audit functions in the public finance domain

- advice on the legal and regulatory frameworks and the definition of methods and procedures
- staff training
- provision of equipment to improve internal and external control and audit structures.

Trade development and investment promotion

ECU 5,250,000

Investment and Trade Development Agency

ECU 5,000,000

Support to

- help develop the Agency's professional skills and develop modern and internationally accepted techniques in the fields of investment promotion and trade development
- provide funds from which pro-active sectoral and country programmes can be financed
- review, in early 1995, the investment promotion and trade promotion strategies which serve as guidelines for the operational planning of the Agency
- review the operations of the Agency with a view to a potential extension of its activities in the international field
- support the Agency in its operational tasks
- determine in which country markets dedicated offices (probably two initially) should be established and to define their tasks
- expand operational activities in key sectors and markets
- develop more pro-active investor services and support activities for exporters
- develop activities to publicise the Agency
- support training and staff development
- develop innovative investment techniques.

Export finance

ECU 250,000

Activities to support export finance, including

- funding of preparatory work and recommendations on export financing mechanisms, including guarantees and payments
- identification of actions for potential future Phare finance in this area
- training courses for the staff of the relevant institutions.

Latvia

Programme for private sector development

Duration	to end 1997
Amount	MECU 10.5
Implementing authority	Aid Coordination Unit Ministry of Finance Smilsu St 1 1919 Riga tel (+371-2) 21 03 52 fax (+371 88) 202 30 Contact: Mr Luc Zwaenepoel Ms Rachel Mai Jones Ms Walda Thomas
Enterprise Sector	Ministry of Economy Brivibas Blv 36 1519 Riga tel/fax (+371-88) 282 23 Contact: Mr Andrew Baldwin, General Coordinator Mr Alexis Loeber, Resident Coordinator

Private sector development

ECU 6,900,000

Support to the Latvian Privatisation Agency for

- formally training Agency staff and developing their skills in accordance with organisational structure and functional tasks
- screening state companies for selection and eventual inclusion into different portfolios for privatisation, applying different criteria according to sector and operating characteristics
- equipment and facilities to support a database and company classification system, including restatement of company accounts into a western format.

Expertise to the State Property Fund for

- defining and implementing multiple and individual restructuring of state enterprises, notably large ones not currently viable or saleable
- preparing guidelines for corporate governance and the appointment and training of supervisory boards
- formulating and implementing management and operation strategies for strategic companies to remain partly or fully in state hands.

Provision of a resident programme manager to

- organise and supervise the individual support activities of the Property Fund and the Privatisation Agency.

Support for the EBRDs special restructuring programme for the Baltic countries

- expertise for some five large difficult companies, to improve their performance in terms of production, finance and management (leading to investment of some ECU 10 million).

Support for some 10 turn-around management assignments for a number of companies with good prospects, drawn from the privatisation and special restructuring programme.

Expansion of the network of SME business support centres from three centres to six.

Expertise to the State Land Service for

- decentralising land registration work
- establishing and training a State Land Service registration/surveying training team
- developing computerised registration related to land, property and buildings
- improving the quality and accuracy of land information.

Support for the fish processing sector

- expertise for privatising and restructuring state fish processing enterprises
- improvement of management and accounting systems and sales and marketing skills
- expertise and computer equipment for the Department of Fisheries

Banking

ECU 3,000,000

Support for the Bank of Latvia

- continued financing of a long term adviser to help the Bank improve its banking supervision capability
- technical expertise and equipment to help the Bank improve the payment system in Latvia.

Expertise for state-owned banks and the commercial banks

- further support to Unibank for institutional development and a work-out unit, in particular on financial, operational and systems issues
- further support to the Ministry of Finance on the issue of the missing asset of the Savings Bank, including institutional support.

Training

- expansion of bank accounting training for the Central Bank, the state and commercial banks, including its extension to regional centres
- development of a training programme for use by all bank training institutions and banks.

Expertise on credit assessment

- provision of an expert to the credit assessment unit (financed by the World Bank and the government) set up to help the banking sector cope with international loans and balance of payments support.

Provision of a programme manager

- possible provision of a resident programme manager to help manage and monitor banking and financial projects (or inclusion of this task within the credit assessment unit).

Investment promotion, export development and tourism

ECU 600,000

Support for the Development Agency

- provision of a long-term adviser to support the director on strategic and operational issues and to organise on-the-job staff training
- preparation of specific investment and export-oriented sector studies to support the identification of foreign investment and export opportunities
- further funding for the Agency's promotional programme
- funding for the renovation of the Agency's new premises and for new equipment.

Support for the Tourist Board

- continued support for projects already commenced to develop the Board's activities.

Lithuania

Programme for economic development

Duration	to end 1997
Amount	MECU 12.5
Implementing authorities	Department of Economic Relations Ministry of Foreign Affairs J Tumo-Vaizganto 2 2600 Vilnius tel (+370-2) 62 51 37, 22 41 30, 22 64 00 fax (+370-2) 22 41 68, 22 68 92 Contact: Mrs Dalia Grybauskaite, Director Mr Derek Blink Mr Nicholas Maddock
Agriculture	Ministry of Agriculture Gedimino Ave 19 2025 Vilnius tel (+370-2) 62 09 18 fax (+370-2) 62 11 90, mobile fax (+370-2) 29 05 10 Contact: Mr V Bite, Head of International Relations Dept Mr Johannes Ostergaard
SME Sector	Ministry of Economics Gedimino Ave 38/2 2600 Vilnius tel (+370-2) 62 24 16, 61 88 66 fax (+370-2) 62 39 74 Contact: Mr J Veselka, Minister Mr Richard Hindle, Phare adviser
Investment Promotion	Ministry of Economics Gedimino Ave 38/2 2600 Vilnius tel (+370-2) 62 74 38 fax (+370-2) 22 33 31 Contact: Mr Baltramaitis, Programme Manager Mr Sinnerton, Phare Adviser

Agriculture

ECU 4,600,000

Support for

- strengthening the capabilities of the project implementation unit at the Ministry of Agriculture to coordinate external donor support by prioritising support needs and project investment, planning and supervision, in particular through extended training of counterparts
- creating or strengthening the capabilities of various institutions, including the Ministry, to give advice and information to enterprises on market research, quality and other standards required in key export markets, with a view to promoting exports
- establishing the capabilities needed in the financial sector and elsewhere to operate a rural credit scheme meeting the needs of private farms and rural businesses for development finance and, if necessary, loan guarantees

- providing equipment and training to improve the operation of the land registration process
- developing more enterprise-specific restructuring and investment plans for agro-enterprises, following up the key sub-sectoral analysis and recommendations provided in the recent general economic study
- continued development of crop and animal production systems, making maximum use of domestic resources, with extension into the use of forage-based feed systems and green crop variety trials.

Private sector development

ECU 5,400,000

Support for

- institutional and legislative strengthening for the Ministry of Economy and further advice on privatisation and enterprise restructuring
- implementing the EBRD s special restructuring programme for the Baltic countries, with focus on some five or six large difficult companies, to improve their performance in terms of production, finance and management (leading to investment of some ECU 10 million)
- expansion of the existing SME credit scheme to cater for some 80 term loans and the provision of technical expertise for the banks to operate the scheme, in particular on credit and risk appraisal, accounting and debt monitoring.

Public finance and accounting

ECU 2,000,000

Support for

- improving the legal, regulatory and administrative aspects of the tax system and service, with particular attention to VAT and excise duties, collection, enforcement and audit and to computerisation of the tax administration
- advice and training for the tax services from taxation specialists from the European Union, in particular from national administrations
- advice on the domestic aspects of public debt management, defining and procuring computer hardware to operate the treasury function and training staff in budgeting, treasury and debt management
- implementing the new accounting system in enterprises, through information, training and advice
- creating professional and supervisory accounting and auditing bodies.

Investment promotion

ECU 500,000

Support for the Investment Promotion Agency for

- the provision of a long-term adviser to support the director and management on strategic and operational issues related to the running of the Agency and to initiate on-the-job staff training
- preparation of a number of specific investment sector studies to provide the Agency with adequate information to identify opportunities in the field of foreign investment and exports
- support for the renovation of the Agency s new premises and for new equipment.

Lithuania

Programme for environmental protection

Duration	to end 1997
Amount	MECU 1
Implementing authority	Ministry of Environmental Protection Juozapaviciaus 9 2600 Vilnius tel (+370-2) 35 28 65, 35 27 82 fax (+370-2) 35 80 20 Contact: Mr Arunas Kundrotas, Head of Economics Dept

Long-term planning and institutional support

ECU 300,000

Expertise for the Ministry of Environmental Protection for

- expanding the national environmental strategy and its short-term action programme into a long-term action programme which is fully coordinated with the government's public investment programming
- project management and investment planning (incorporating programme design, project identification, preparation of terms of reference, estimation of costs, economic appraisal) to strengthen capability to handle forthcoming support from the international financing institutions and to detail projects which will be identified in the national environmental strategy project
- strengthening the regulatory framework related to land reform/privatisation and protected areas/nature reserves, the general water law and its detailed regulations and issues involving environmental liability and privatisation
- implementing obligations resulting from international agreements
- project design for monitoring bio-diversity and fish resources
- advice on treatment of small amounts of waste water in rural areas and of sludge
- further formulation and implementation of environmental standards
- various other topics which may arise.

Waste water treatment

ECU 500,000

Expertise for

- developing a strategy for waste water treatment and water supply at the small municipality level
- strengthening the management and planning capacity at the local level through in-country and overseas training (hands-on experience in western enterprises and twinnings)
- developing business/investment plans for selected enterprises
- improving the capability of the Ministry of Environmental Protection to further develop strategies in this field.

Decontamination of ex-military sites

ECU 170,000

Support for a pilot project to clean up one of the 200 contaminated military sites identified by a Phare funded inventory

- selection of the pilot site on the basis of the risks posed to public health and the environment, the demonstrative character/transfer of knowledge opportunities presented by the site and the likelihood of further financing of clean-up measures
- investigation of the full nature and extent of the contamination
- preparation of a thorough clean-up plan
- transfer of expertise.

Lithuania

Programme for the energy sector

Duration	to end 1997
Amount	MECU 6.9
Implementing authority	Energy Agency Gadimino Avenue 36 232 600 Vilnius tel (+370-2) 22 32 18 fax (+370-2) 62 68 45 Contact: Mr M Franckevicius, Director

Energy efficiency

ECU 4,400,000

Expertise for the new Energy Agency, responsible for implementing the national energy strategy, to reinforce its conservation policy through

- the development of a complete set of tools to inform, convince and help consumers to change their behaviour (information campaigns, training sessions)
- the development of measures to facilitate energy saving investment projects (including energy audits).

Support for a revolving fund for energy saving investments through

- a feasibility study to define the framework of the fund (totalling ECU 3 million) which may comprise a combination of grants and loans for projects selected by a management committee chaired by the Agency (grants would be limited to small-scale demonstration projects having a pump-priming effect while loans would be for small and medium scale projects having a reasonable pay-back period but which cannot be financed by the local banking system).

Sector restructuring

ECU 1,00,000

Expertise for

- developing legislation on heating and electricity, including tariffs
- management training for Ministry of Energy and Energy Agency staff on the new types of relations between state authorities and commercialised energy utilities.

Sector rehabilitation

ECU 1,00,000

Support, in preparation for investment by the international financing institutions, for

- environmental auditing of large power and district heating plants, to provide a thorough assessment of all emissions and recommend an integrated cost-effective approach to waste minimisation and emission control to help improve overall efficiency of the use of fuel and other raw materials
- an oil market study of the market potential of the Mazeikiai refinery's products to determine the optimum configuration of the refinery and pave the way for the international financing institutions to fund its rehabilitation

- development of a modern database/geographic information system, equipment and training for energy utilities to improve their operation and maintenance of the energy networks.

Energy diversification

ECU 400,000

Support for two projects

- development of dynamic oil models for the evaluation of national oil fields so as to enable the authorities to monitor the exploration process undertaken under licence by international private companies; the corresponding tool, including training of relevant authorities and the supply of equipment, will be made available to the Ministry of Energy
- a follow-up of the Phare-funded 1992 study on Lithuania's own energy resources through staff training, institutional strengthening and the updating of a computer database, together with the implementation of the recommendations of the EBRD study on wood utilisation.

Lithuania

Transport infrastructure development programme

Duration	to end 1997
Amount	MECU 4.6
Implementing authority	Ministry of Transport Gedimino Avenue 17, 2679 Vilnius tel (+370-2) 61 08 49, 62 18 54, 62 75 93 fax (+370-2) 62 68 18, 22 43 35 Contact: Mr A Sakalys, Deputy Minister

Institutional development, reorganisation and privatisation

ECU 3,200,000

Restructuring Lithuanian Railways with emphasis on

- transforming the company from a production-dominated organisation to one that is business-led and market-driven.

Expertise and training on a management system for the Road Administration on

- reorganisation of the Administration
- maintenance management systems
- pavement and bridge maintenance
- project management.

Implementation of the master plan for Lithuanian airports, including

- creation of a specialised aeronautical authority and an autonomous civil aviation authority structure
- policy formulation, legislation, supervision on all aviation matters
- economic and commercial regulation and supervision of the performance of state aviation enterprises through annual budgets.

Support for

- implementing the master plan on urban transport and inter-city buses, which includes recommendations on specific investments
- privatising and restructuring some state enterprises, such as Lithuanian Airlines and the Lithuanian Shipping Company, including the preparation of financial audits to obtain the most authentic picture of the situation.

Pre-investment activities

ECU 1,000,000

Feasibility studies of

- the Kaunas industrial region as an axis junction for transport modes, such as railway, road and aviation and of developing a multi-modal transport junction
- inland waterways
- Klaipeda port and the neighbouring sea zone, to develop proposals to control pollution in the port and its surroundings.

Management, contingencies and evaluation

ECU 400,000

Romania

Programme to upgrade the statistical information system

Duration	to end 1996
Amount	MECU 4.6
Implementing authority	Council for Coordination, Strategy and Economic Reform Piata Victoriei 1 Sector 1 Bucharest 1 (a new project management unit is to be set up)

Installation of electronic data processing equipment

ECU 3,850,000

Upgrading of 40 district statistical offices to improve capacity for data entry, validation and primary processing and capacity for communication to the National Commission for Statistics (NCS)

- based on a local area network solution, providing for Local Area Network - Wide Area Network (LAN-WAN) connection to the NCS
- the local area networks will cover all district office activities, such as statistical data collection, regional survey processing and data transfer
- the project will also cover certain analytical functions, dissemination and publication according to the definition of district office statistical functions and modern office management.

Further upgrading of information technology at the Central Statistical Office, directed at

- network management facilities, including communication facilities
- additional storage and archiving facilities
- additional server and work stations capacity for LAN-WAN configuration, for the extension of statistical applications and for system redundancy
- software licensing for networking and an expanded number of users.

Training

ECU 250,000

Creation of a training programme for the staff of 40 district offices to

- upgrade statistical know-how for new statistical applications, as a basis for modernising statistics at the regional level
- upgrade skills for the newly installed information technology.

Training for the National Commission and the district offices

- management training in connection with the new requirements of WAN
- training in application software.

Training will be conducted in three forms

- training of trainers, including courses organised by the suppliers of equipment and software

- training for users and specialists, organised by Romanian and foreign trainers, concentrating on new equipment and applications
- management personnel training, organised by Romanian and foreign trainers, with particular emphasis on new equipment and applications.

Technical expertise, PMU support

ECU 500,000

Support for a project management unit to take responsibility for

- installing system solutions for modern hardware and software configurations in the district offices
- ensuring the conformity of the introduction of modern technology with the requirements of the overall statistical strategy.

Provision of

- short-term support from technical experts, whose tasks will be related to specific aspects of the Programme
- a financial adviser to take responsibility for financial arrangements under the Programme.

Slovak Republic

Programme for private sector development

Duration	to end 1997	
Amount	MECU 5	
Implementing authorities		
SMEs	National Agency for SME Development Neradzava 5 82101 Bratislava tel (+42-7) 237 472 fax (+42-7) 222 434 Contact: Jozef Brhel, Director	
Foreign Investment	Slovak National Agency for Foreign Investment Development Viedenská Cesta 5 85105 Bratislava tel (+42-7) 802 178, 802 222 fax (+42-7) 802 603 Contact: Mr Jozef Cernak, Director	
Banking	National Bank of Slovakia Radnicé nam 4 3 patro/Block B 821 00 Bratislava tel (+42-7) 2994 273 fax (+42-7) 2994 269 Contact: Mr Stefan Pavuk, Director	
SMEs		ECU 2,250,000
SME small loans scheme		
Expansion of the existing scheme through a further financial contribution		ECU 2,000,000
Technical expertise and training for the Slovak Savings Bank and any additional banks selected to administer the SME small loans scheme, with teams of two to three consultants for each bank concerned		
<ul style="list-style-type: none"> • specialist training of bank personnel • expertise to reorganise reporting and delegated decision-making arrangements, procedures, documentation, profit centre financial reporting • expertise to re-design/introduce new products or services 		ECU 1,000,000 (from 1993 budget)
National Agency for SME Development		
Funding of part of the Agency s operational needs until end-1995		ECU 170,000
Additional funding for the Agency to finance the Business Innovation Centre and its three satellites until June 1995		ECU 80,000

Foreign Investment Promotion**ECU 500,000**

Support for the activities of the Slovak National Agency for Foreign Investment Development

- direct promotional activities, including participation at exhibitions, promotional visits to the European Union, sectoral marketing promotions and continued database development
- public relations and marketing activities, through the production of brochures and the development of relations with the media
- personnel development, through training, as defined by a training audit, and other staff support
- advisory support on further development of the Agency's activities and the implementation of the Phare programmes
- activities to seek out opportunities to link the programme with regional development activity.

Banking**ECU 2,250,000**

Expertise on bad loans and under-capitalisation

- provision of work-out teams for the Investment Bank, the Savings Bank and the Consolidation Bank to remedy the bad debt situation within their loan portfolios and help them re-capitalise
- policy advice on these issues for the National Bank

ECU 1,200,000

ECU 250,000

Technical expertise for the National Bank on

- developing and implementing a new accounting and reporting system
- reforming the legal system for the banking sector to make it more compatible with those in the European Union
- improving the Bank's management information system
- developing an efficient capital market
- defining the Bank's role in market operations

ECU 600,000

Bank training

- additional training, in particular to develop distance learning material

ECU 200,000

Slovak Republic

Programme for vocational education and training reform

Duration	3 years
Amount	MECU 4
Implementing authority	Phare PMU Ministry of Education and Science Hlboka 2 81 330 Bratislava tel (+42-7) 49 77 49, 49 81 65 fax (+42-7) 49 77 92 Contact: Mr Vladimir Grieger, Director Mr Ubbo Hylkema

Curriculum development

ECU 800,000

Support for

- development of new curricula by 20 selected pilot schools, mainly for Grades 2, 3 and 4 of secondary vocational education
- development of relevant new learning materials
- implementation of the new curricula in the pilot schools from September 1995.

Support for

- adjustment and further development of the national strategy for curriculum development, with the coordination of the Ministry of Education and Science
- activities to build networks for curriculum development between the pilot schools.

Teacher training

ECU 600,000

Training courses for teachers and directors from the pilot schools to help them work with the new curricula, including

- knowledge on teaching methods
- the method of curriculum development
- the content of general subjects introduced as a result of the new curricula.

Partnerships with vocational schools in the European Union

ECU 800,000

Selection by the pilot schools of four or five vocational schools in the European Union to build up partnerships with secondary vocational schools in the Republic on

- curriculum development
- exchanges of teachers and managing staff
- study visits or placements of pupils in schools or enterprises in the European Union.

Upgrading of teaching equipment**ECU 1,300,000**

Upgrading of teaching equipment for implementing the new curricula in the pilot schools, based on an applications and selection process.

Dissemination of results**ECU 100,000**

Support for the Ministry of Education and Science and the steering committee to

- monitor and evaluate the pilot projects as they develop
- arrange open seminars to disseminate the experience gleaned from the projects and to discuss further development
- publish the results of the curriculum development project
- prepare a strategic outline for future development in the field of vocational education.

Management, contingencies and reserves

ECU 400,000

Section 2 - Multi-country programmes

Multi-country programmes

Link inter European NGOs (LIEN)

Duration	to end 1997
Amount	MECU 5
Implementing authority	Centre Européen du Volontariat-East European Partnership rue de l'Industrie 42, bte 10 B-1040 Brussels tel (+32-2) 511 82 32 fax (+32-2) 514 59 89 Contact: Mr R Zutter

One-off grants for innovative self-contained projects

- proposed by non-governmental organisations in central and eastern European countries
- with partial funding from one or more partner organisations in the European Union
- grants will be up to ECU 300,000 but not exceeding 80 per cent of total costs
- covering the cost of technical expertise, training, equipment or other launching costs.

To be eligible, a project must

- be innovative
- address particular weaknesses in the civil or social infrastructures
- involve clear operational objectives
- be designed for the needs of the country or countries concerned
- be based on the exchange of expertise, training, equipment, launching costs, management techniques, promotion activities, the transfer of skills, etc.
- be based on cooperation between non-state non-profit making bodies in one or more central and eastern European country and similar partner bodies in one or more Member States of the European Union or a transnational body based in the European Union with member organisations in the Member States
- be supported with funding and technical expertise from the partner in the European Union
- actively involve the recipient partner in the internal management of the project
- have a maximum duration of two years.

Research projects, one-off conferences and projects seeking funds for credit or private investment purposes are excluded. Public bodies are not eligible but may be associated with projects in a supporting capacity.

Multi-country programmes

Telecommunications and postal services

Duration	18 months
Amount	MECU 1
Implementing authority	Office of the multi-country programme for telecommunications and postal services AN 88 4/44 European Commission 200 rue de la Loi B-1049 Brussels fax (+32-2) 295 75 02

General preparation for main 1995-99 programme

ECU 550,000

This preparatory exercise, preceding the main 1995-99 programme, will

- establish priorities for the main programme, identify goals and benefits
- produce a proposal for the main programme
- develop detailed specifications for the projects selected in preparation for tenders with a view to implementation under the main programme
- determine and prepare any support structures needed for the main programme
- develop and maintain information to permit effective coordination and planning between Phare national and multi-country programmes in the sector.

Likely priorities for the main programme are

- developing compatible legislation and regulation
- developing and harmonising operational standards conforming to international agreements
- supporting speedier and more effective inter-connection of networks in the Phare countries and with international networks
- exploring and developing models for implementing rural telephony
- sharing technological developments for modernising postal services
- pursuing human resources development and training
- instituting more effective links between the countries and the European Commission
- facilitating early involvement in the definition and implementation of trans-European networks
- undertaking studies to accelerate the introduction of new technology and services.

Projects within these priorities, and in which at least three countries show interest, will form the basis of the main programme.

Information base

ECU 180,000

Creation of a base of information on activities and facts on the sector and to help ongoing coordination, including

- the collection, in computerised form, of information on all Phare funded projects in the sector and the results achieved
- the collection of macro-economic indicators and statistics to permit better assessment of priorities and monitoring of progress in the sector
- the availability of the information to international organisations and governments in the European Union and the central and eastern European countries involved in sector aid programmes.

Implementation support

ECU 100,000

- support for strengthening the coordinating role of the secretariat in Bulgaria
- support for the management of individual projects by teams of representatives from the participating countries
- creation of a flexible technical support mechanism to support in project monitoring and quality control
- assessment, definition and approval of these organisational and management structures.

Multi-country programmes

Transport

Duration	to end 1997
Amount	MECU 30
Implementing authority	Multi-country transport coordination unit Ministry of Transport Nábr. L Svobody 12 POB 9 11005 Prague 1 tel (+42-22) 303 10 77 fax (+42-22) 481 23 39 Contact: Ms Martinowska, Programme manager

Upgrading of border crossing bottlenecks

ECU 26,000,000

Support for

- the construction of direct access roads and parking and waiting areas, with 50 per cent Phare funding
- the construction of customs clearance facilities, including equipment, with 50 per cent Phare funding
- technical expertise and training to streamline procedures, with up to 100 per cent Phare funding.

The following crossings are covered

			Phare funding (MECU)
Ikla	Estonia (Latvia)	upgrading existing facilities	1.0
Grenstala	Latvia (Lithuania)	completion of modernisation	1.5
Medininkai	Lithuania (Belarus)	construction of lanes and customs facilities	2.0
Various	Estonia, Latvia, Lithuania	establishment of computer network	1.3
Petrovice	Czech Republic	upgrading of rail crossing	1.4
Zebrydowice	Poland	upgrading of rail crossing	2.1
Mosty	Czech Republic (Slovak Republic)	construction of access road	1.0
Kuznica	Poland (Belarus)	construction of access road	1.0
Cadca	Slovak Republic (Czech Republic)	upgrading of rail crossing	2.4
Nagylak	Hungary	construction of waiting area and customs facilities	1.3
Nadlac	Romania	construction of waiting area and customs facilities	1.3
Artand	Hungary	upgrading of crossing and customs facilities	1.0
Bors	Romania	upgrading of crossing and customs facilities	0.6
Redics	Hungary	construction of parking area	0.5
Dolga Vas	Slovenia	construction of parking area	0.4
Radolza	Albania (FYROM)	upgrading of border crossing	0.5
Russe	Bulgaria	upgrading of border post and customs facilities	1.2
Giurgiu	Romania	upgrading of border post and customs facilities	1.2
Vidin	Bulgaria	construction of access road and inspection facilities	0.6
Calafat	Romania	construction of access road and inspection facilities	0.2
Gjueshevo	Bulgaria (FYROM)	reconstruction of access roads, upgrading of customs facilities	0.5
Balkan Customs Corridor	Hungary, Bulgaria, Romania, Albania, Slovenia	supply of communications and control equipment	2.0

Trans-European infrastructure investments

ECU 1,500,000

Pre-feasibility and feasibility studies to implement the recommendations of the second Pan-European Ministerial Transport Conference on coordinated transport infrastructure planning, based on

- the long-term perspective for pan-European infrastructure developments of common interest
- priorities of common interest for medium-term development (such as trans-European networks for the European Union or priority corridors for central and eastern Europe)
- short term priorities of common interest
- the need for two fast track customs corridors in the southern and middle European countries with selected border posts as immediate action points.

Training

ECU 1,500,000

Training for ministries and operators to

- acquaint them with new concepts and practices
- modernise their systems and procedures used in transport operations
- develop sound investment projects for co-financing with international financing institutions.

Creation of a comprehensive training programme to

- develop a coherent and regional approach to transport policy
- improve the institutional and regulatory framework.

Possible support for implementing

- the integrated transportation information system.

Support for a facility to

- complete certain pilot training courses in each of the Phare partner countries.

All training will take account of the need to

- harmonise and approximate laws and standards
- provide information on existing legislation, regulations and other standards and practices.



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