Standard Project Fiche for PHARE 2005

1. Basic Information

1.1 CRIS number: 2005/017-454.04.01
1.2 Title: Assistance for preparation of future Cross-border Programmes between Bulgaria – Greece
1.3 Sector: Bulgaria
1.4 Location: Bulgaria
1.5 Duration: 24 months

2 Objectives

2.1. Overall objectives

The global objective of this project is to support the Bulgarian central and local authorities, involved in the joint bodies established under the CBC Programme in the implementation of their tasks.

2.2. Purpose of the project

- To establish a mechanism for efficient programming and implementation of the future CBC programmes between Bulgaria and Greece and to strengthen the institutional capacity at national and local levels in the context of the future ERDF financing.

- To develop effective technical preparation of projects (project pipeline) within the future Cross-border programme, financed under ERDF, ensuring an advanced capability to undertake EU membership obligations in the area of cross-border cooperation and good absorption capacity for the increasing EU financial support.

2.3 Accession Partnership and NPAA priority

Accession Partnership

The PPF corresponds to one of the Public Administration priorities: Strengthen administrative structure to ensure it has the necessary capacity for fully effective use of and proper accounting for EC funds.

The proposed PPF will play a key part in the process of preparing Bulgaria for accession. In addition, the project supports the social and economic integration between the border regions of the countries.

NPAA (Medium-term priority):

Promotion of cross-border cooperation

2.4. Contribution to the National Development Plan

The future Cross-border programme will be developed in the context of Objective 3 of the EU Regulations for the period 2003-2013, in compliance with the National Development Plan.
2.5. Cross-border Impact

The project will have a strong cross-border impact, ensuring a smooth transition to the future CBC instruments through:
- providing knowledge needed to adjust to the new procedures and requirements of the programme, as well as making the issue salient among stakeholders;
- developing capacity within local administration to provide effective long-term support of the process of transition – from providing basic information about administrative procedures to strategic management of regional needs in the context of the programme; capitalizing on the experience of having all three viewpoints, the project team can later facilitate the process of collective definition of regional needs and goals;
- developing the capacity of local structures to identify the needs in the cross border region, adjust their competences accordingly, and identify appropriate ways in which the programme can help address these needs; this will lead to an increase in the quality of projects;
- improving on the ways information is disseminated – a targeted, hands-on group approach will allow information to travel more easily through “weak ties”, or informal intra/inter-group networks. Through directly engaging opinion leaders in the process, the project will greatly surpass the capacity of a simple information dissemination campaign in terms of both reach and persuasiveness;
- providing an integrated approach towards the absorption of structural funds on several key levels – from preparing potential applicants for the new programme through ensuring the availability of support staff/capacity (local experts) to making available an effective administration. This will improve the effectiveness with which funds are used. It will also guarantee an effective and fast feedback loop, which will allow to coordinate the training process efficiently, addressing issues on all levels simultaneously – e.g. if there is a problem that the administration cannot deal with easily, the other groups will be trained in ways to solve it as well. The direct result of this is the easier elimination of structural problems in the region, and the indirect result is the facilitation of communication and cooperation between the target groups.

3. Description

3.1 Background and justification

The MRDPW, through the Phare CBC IA Department and the CBC Programming Department, is responsible, at central level, for the overall coordination of Phare CBC Programmes in Bulgaria. In this position, the Phare CBC IA operates as an interlocutor between relevant Ministries and Governmental Organizations. The Phare CBC Programming Department bears the final responsibility for the qualitative level of the various projects proposed for financing under the respective FMFs.

The present project focuses on allocating resources for future technical assistance to the CBC Programming Department in preparation of ready-to-go project pipeline in order to meet the increasing budget allocation for Bulgaria, providing a good absorption of EU Structural Funds.

The proposal also includes full support to forthcoming restructuring of the programming, management, implementation and evaluation of the future CBC BG – GR program in the framework of ERDF financing. It is obvious that a clear and shared vision of how the structures have to operate interact, and deliver the programme does not exist yet on all levels.
Lack of development capacity and funds for project preparation makes it problematic to ensure conformity with community policies and requirements regarding the technical preparation of projects, including the preparation of all necessary documentation. Further support is needed to raise awareness of ERDF for territorial cooperation support among potential beneficiaries and to develop the capacity of the future central and local Managing Structures to provide information and advisory services to final recipients on how to identify and develop projects. The number of local trainers and consultants, who are able to give advice and consultancy needed to get ERDF financing for a project and to implement it, is very limited and distinctly insufficient to cater for increasing demand for such services.

The availability of a good project pipeline is very important with regard to the short programming period remaining. In-depth feasibility studies, systems design, impact analysis and other project background documents will be critical for a successful implementation of projects financed through SF programmes.

Experience from other programmes has taught that there is ample scope for including a Project Preparation Facility (PPF) to be used for financing short-term technical assistance required for strengthening the capacity of the Managing Structures and improving the ability of final beneficiaries to apply under the new rules and regulations, and for a proper design of project activities finally resulting in more mature project formats.

3.2 Sectoral rationale
N/A

3.3. Results

- Final draft of Bulgaria-Greece CBC ERDF Operational Programme for 2007-2013 developed;
- Programme Complement regarding the CBC OP drafted;
- Responsibilities of the Managing Authority/Intermediate Bodies and the respective administrative structures at regional/local level clearly identified – organizational structures, organigrammes and job descriptions prepared;
- Operational Manual outlining the JTS’s structure, tasks, responsibilities and activities drafted;
- Ex-ante evaluation of OP for CBC Bulgaria-Greece 2007-2013 completed and approved;
- Improved capability of MRDPW and other relevant regional representatives and experts within the District Governor's Offices to assist all would-be applicants and to monitor the progress of awarded grants in the respective regions;
- Improved capability of MRDPW and experts within the Governor’s Offices to assist grantees in preparing interim and final reports according to procedures, to fill-in requests for payments and develop financial reports, within the deadlines.
- Informational packages developed and produced and adequate public awareness events carried out;
- Relevant project ideas identified and consulted with stakeholders;
- At least 50 projects including completed project documentation prepared and designed.
3.4. Activities:

The project will provide assistance to Phare CBC Programming Department, Phare CBC IA at MRDPW, MEUF Directorate at the Ministry of Finance and to the other governmental bodies at central and regional level, involved in CBC programming and implementation. Some of activities target final beneficiaries thus increasing their ability to develop and implement mature projects in conformity with ERDF regulations and requirements.

The broad activities which are envisaged are grouped into the 2 following components:

Component 1: TA for central and regional capacity for managing future territorial co-operation programmes financed under ERDF.

The TA contract will cover the following activities:

Window 1: TA for central and regional managing capacity

Development of Programming Documents

The team will assist the preparation of the final draft of the Operational Programme and PC for CBC between Bulgaria and Greece. The documents will be in full compliance with the technical and methodological requirements of EC in the framework of the regional policy and SF regulations.

More specifically, assistance is needed in the fields of:

Situational studies: preparing regional studies to determine the social and economic basis for the development of CBC Programming Document and the respective PC

Planning:

- Correct identification and prioritization of needs, defining them in the context of relevant programs, and drafting monitoring frameworks in terms of quantifiable results and performance benchmarks;
- Drafting a complete list of priority fields of work, respective measures under each field, a full list of targets, potential impact, beneficiaries, etc. Each measure will be ranked in terms of its fit and alignment with development goals and plans;
- Improving capacity of CBC Bulgaria – Greece Programming Department within the MRDPW and local managing structures on NUTS III level to deal with strategic and operational planning.

Support in setting up of Managing Structures at national level and respective structures on NUTS III level

The team will assist the establishment of the National Managing Authority of ERDF Objective 3 CBC between Bulgaria and Greece. In addition experts will aid the setting up of relevant administrative structures at NUTS III level to manage and implement the programme and to execute their respective duties.

More specifically assistance is to provide the following results:

- Clearly described roles and responsibilities of the respective structures;
- Defined system of programming, managing, implementing, monitoring and evaluation of the future CBC Programme Bulgaria – Greece;
- Developed basic internal management documents, incl. Job Descriptions of relevant staff;
- Described interaction between the respective structures;
- Developed training materials, incl. for training of trainers;
- Provided training of the relevant staff
• Assessed progress of restructuring towards EU standards and given recommendations for further actions
• Organized and successfully carried out information and awareness campaign for potential applicants.

**Strengthening the project preparation capacity:**
The contractor will assist responsible representatives of local structures of the future Managing Authority, regional representatives of Ministries, experts within the District Governor Offices in the four Bulgarian districts bordering with Greece in:

• preparing training packages for the Intermediate bodies to help the project applicants in the preparation of projects in full compliance with relevant EC legislation and policies in terms of state aids, environment protection, public procurement and equal opportunities. Training materials should be available in hard and electronic copies; ownership will belong to the beneficiary. Training materials will be made available to all interested parties;
• relevant training events for the staff of the CBC OP Managing Authority, Intermediate bodies and other regional/local institutions, on project preparation, implementation and evaluation and for effective dissemination of project-related information;
• organizing and delivering relevant training events for final recipients;

**Window 2: Ex-ante Evaluation of the Operational Programme /OP/ for cross-border co-operation under ERDF**

The overall objectives of the ex-ante evaluation are as follows:
• To assess whether the OP is an appropriate tool for addressing the issues confronting the cross border region;
• To measure the relevancy of defined strategic axes, priorities and objectives and whether these are applicable and can actually be achieved;
• To assess the internal and external consistency of the documents;
• To verify the adequacy and quality of implementation, monitoring and evaluation arrangements.

In the evaluation report the contractor should include the following **mandatory components**:

• **Analysis of previous experience and obstacles in policy implementation**
The evaluators will collect and analyze available documents and progress reports evaluating policies and measures, previously implemented in Bulgaria and relevant to the Structural Funds for cross-border co-operation and the proposed priority areas of intervention.

This is about verifying the relevance, effectiveness and quality of the existing strategy and proposed interventions, where these are similar or based on past experience. This analysis should also identify any problems or obstacles that might be encountered in the process of implementation.

In areas where no previous experience exists or no evaluation or progress statements were ever developed, reference to experiences of past programmes in other countries, e.g. in the EU, can be made.

Finally, there will have to be an assessment of the relevant experience under the implementation of National Strategies and Programmes.
• **Review of the SWOT Analysis**

The main task in this context is to assess the overall quality of the socio-economic and SWOT analyses and the way they have been fed into the strategy and the plan.

Particular attention is to be given to the analysis of the quality, availability, accessibility and reliability of the data / statistics chosen.

The evaluators will also verify the quality and correctness of the deduction of key development disparities and needs and the ranking of these by order of importance.

The evaluators will pay attention to horizontal aspects of the analysis such as the “environmental situation” and the “situation as regards equal opportunities between women and men”.

• **Assessment of the rationale/ relevance and the overall consistency of the OP**

Once the past policy experience and the development needs have been analyzed, the evaluators will assess the rationale and the overall consistency of the strategy and plan. This assessment is essential for the justification of the policy mix. The ex-ante evaluation will analyze the choice of priorities and strategic axes and the extent to which this choice addresses needs and development disparities.

The assessment of the rationale and relevance of the strategy will define the extent to which chosen priorities are contributing to the overall objectives. The ex-ante evaluation should take account of evolving needs.

The evaluators will assess the internal consistency of the strategy and the plan by verifying the consistency of the overall and strategic objectives with the specific sector objectives.

A key aspect of this assessment will also be the degree of consistency of the Operational Programme and Programme Complement and the level of integration of the respective regional strategies to the OP.

Consistency with the Bulgarian National Development Plan (NDP), Bulgarian National Strategy for Regional Development (NSRD), and the National Rural Development Plan (NRDP) will also have to be assessed.

The ex-ante evaluation will also verify the external consistency of the OP by assessing its compliance with national macro-economic and budgetary policies as well as with Community policies and rules.

• **Quantification of objectives**

The ex-ante evaluation will assess the relevancy of defined indicators in order to quantify and subsequently measure impacts and results at the level of the OP. In case the chosen indicators are not appropriate, the evaluators will choose indicators for which a causal link between outputs, results and impacts is most evident.

The ex-ante evaluation will contribute into establishing or suggesting realistic targets, a satisfactory level of quantification of objectives and, where appropriate, a timetable for delivery. A verification of the reliability of the quantification should also be undertaken.

Where quantification is not possible, as in intangible effects of interventions, the evaluators will assess the relevancy of defined indicators. The evaluators will verify or suggest appropriate arrangements for collecting data and procedures for monitoring or evaluation.
• Evaluation of expected Socio-economic Impacts and Justification of Policy and financial Resources Allocation

The ex-ante evaluation will analyze expected impacts and to what extent the NDP will contribute to achieving general and specific objectives (i.e. notably social and economic cohesion objectives). The evaluation team will use simple techniques to produce projections or proxies on a number of indicators such as GDP and employment. Assumptions made must be clearly stated.

Undertaking this impact analysis will require successful completion of the verification of the consistency of the strategy.

The analysis should contribute to justifying the allocation of financial resources to the proposed policy mix and the selected priorities.

The ex-ante evaluation should indicate how effective the choices of priorities and the corresponding allocation of funding resources are for reducing regional disparities, contributing to social and economic cohesion and to political priorities such as the environmental protection and equality of opportunities between women and men.

• Quality of the Implementation and Monitoring Arrangements

The ex-ante evaluation will assess the quality and adequacy of the proposed implementation, monitoring and evaluation arrangements. This will notably include:

- Clarifying and assessing the management and implementation responsibilities as well as the consultation procedures;
- Assessing the quality, efficiency and transparency of financial management and control.

Component 2: Project Pipeline Preparation

Window 1: TA for providing assistance for the development of full projects ready for financing

The TA team will develop all documentation necessary for the implementation of a support scheme for project pipeline preparation including:

- application forms,
- projects’ selection criteria,
- list of supporting documents and annexes etc.
- preparation of GfA

The selection procedure for the projects to be assisted will be decided by a Steering Committee composed indicatively by MRDPW, the line Ministries, representatives of the Governors’ Offices, the Association of Municipalities (NAMRB) and ECD representative as observer, based on the criteria for projects selection prepared under this TA in accordance with SF and INTERREG rules. A Guideline for Applicants will be prepared by the TA team as well.

The team will also develop the documents needed, such as tender dossiers, etc.,
Window 2: Project Pipeline Preparation

Through the implementation of this window it is expected that a minimum of 50 projects will be fully developed by TA, designed and ready for further SF financing.

It will be implemented in two stages:

1st stage: Potential beneficiaries apply with project ideas following the launch of a Call for proposals. The Steering Committee evaluates and selects them according to the selection criteria.

2nd stage: Full preparation of projects selected during the first stage will be organized through one TA service contract. However, in order to meet the specific legislative conditions in Bulgaria and to ensure the appropriate project implementation, sub-contracting could be possible in several lots under conditions explicitly stated in the ToR for this contract.

The support scheme is applicable for the following cross-border regions: Blagoevgrad, Smolian, Haskovo and Kardjali.

The maximum duration of the projects’ preparation is 12 months with the ending date of at least three months before the expiry date of the Financing Memorandum. The same project proposal must not receive more than one EC-funded grant.

Final beneficiaries may be: local authorities, research, training and education institutions, non-profit companies registered in the cross border region.

3.5. Linked activities:

- BG-9904.04 Cross Border Cooperation between Bulgaria and Greece (TA);
- BG-0106 Cross Border Cooperation between Bulgaria and Greece (IB, INV);
- 2002/000-624-06 Project Preparation Facility for the Phare CBC Programme BG-GR;
- 2003/005-630-06 Project Preparation Facility for the CBC Bulgaria-Greece
- 2004/016-782.01.07 Assistance for Project Preparation and Implementation for the INTERREG III A/ Phare CBC Programme Bulgaria -Greece

3.6. Lessons learned

In the Interim Evaluation Report R.BG.REG.04.001 of 27.09.2004 it was stated that “project preparation assistance should be effective in creating mature projects ready for tendering. As the work will be undertaken by contractors, however, it will do little to build the capacity of the administration. Management assistance to the MRDPW Phare IA has been too broad. Any future assistance … should be only endorsed if it is targeted at specific issues, which are achievable within the scope of the resources available.”

The project is a direct product of lessons learned from previous Phare programmes, that is to say the necessity to develop sufficient and adequate planning and preparatory activities to anticipate and minimise problems in the implementation phase as well as to avoid lack of mature projects after accession. The experience of the new MSs showed that that by the time of accession most of them didn’t prepare a satisfactory number of mature projects ready to be financed under SFs. This provoked additional difficulties and workload to the programming and implementing bodies. Bulgarian authorities would like to facilitate to a maximum extent the future implementation of the programmes to be financed within the framework of Objective 3 SFs, so the activities included in this PF will contribute to achievement of better results in this respect.
4. Institutional Framework

- **Beneficiary Institutions** – CBC Programming Department, DG Programming of Regional Development at the Ministry of Regional Development and Public Works, Bulgaria and MEUFD at MoF as a Central Coordinating Body of all EU financial instruments

- **Contracting Authority** - CBC IA at the Ministry of Regional Development and Public Works, Bulgaria

5. Detailed Budget

<table>
<thead>
<tr>
<th>Year 2005 Institution Building Support</th>
<th>Phare/Pre-Accession Instrument support</th>
<th>Co-financing</th>
<th>Total Cost</th>
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<td></td>
<td>€M</td>
<td>National Public Funds (*)</td>
<td>Other Sources (**)</td>
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<tr>
<td>IB support</td>
<td>2.800</td>
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</tbody>
</table>

(*) contributions from National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises

(**) private funds, FIs loans to private entities

6. Implementation Arrangements

6.1. Implementing Agency

The Implementing Agency will be the Ministry of Regional Development and Public Works, through its Cross Border Cooperation Department, which will retain overall responsibility for the implementation of the programme, including: approval of tender documents, evaluation criteria, evaluation of offers, signature of contracts, authorisation of invoices. The Payments Directorate within the same Ministry will make the payments of invoices.

Ministry of Regional Development and Public Works
17-19 Sv.sv. Kiril i Metodi St, 1202 Sofia
Phone: +359 2 9405 463
Fax: +359 2 988 12 48
E-mail: pharecbc@mrrb.government.bg
6.2. Twinning Arrangement

Not Applicable

6.3. Non-standard aspects

There are no non-standard contracts or tender procedures envisaged within this project. The “Practical Guide to contract procedures financed form the General Budget of the European Communities in the context of external actions” will be strictly followed.

6.4 Contracts

The following Contracts are to be concluded under this project, as follows:

Component 1: 1 Service contract amounting at 0.330 MEUR and 1 FWC amounting at 0.070 MEUR;
Component 2: 1 FWC amounting up to 0.200 MEUR and 1 Service contract amounting at 2.200 MEUR.

7 Implementation Schedule

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<thead>
<tr>
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<th>Component 1</th>
<th>Component 2</th>
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<tbody>
<tr>
<td></td>
<td>Window 1</td>
<td>Window 2</td>
</tr>
<tr>
<td>7.2 Start of project activity:</td>
<td>August 2006</td>
<td>October 2006</td>
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</table>

7 Equal Opportunity

The project implementation procedures will ensure that the project brings benefits to men and women, and to ethnic groups in equal measure. Special attention will be paid to ensure that women and members of ethnic groups are included in projects activities.

9 Environment: Not Applicable

10 Rates of return: Not Applicable

11 Investment criteria: Not Applicable

12 Conditionality and sequencing: Not Applicable

Annexes to project Fiche
1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)
**ANNEX 1: LOGFRAME PLANNING MATRIX**

**ANNEX 1 – LOGICAL FRAMEWORK MATRIX IN STANDARD FORMAT**

<table>
<thead>
<tr>
<th>Project: Assistance for preparation of future Cross-border Programmes between Bulgaria - Greece</th>
<th>CONTRACTING PERIOD EXPIRES:</th>
<th>DISBURSEMENT PERIOD EXPIRES:</th>
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<tr>
<td></td>
<td>NOVEMBER 30, 2007</td>
<td>NOVEMBER 30, 2008</td>
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<tr>
<td></td>
<td>Total Budget: M€ 2.800</td>
<td>Phare Budget: M€ 2.800</td>
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<table>
<thead>
<tr>
<th>OVERALL OBJECTIVE</th>
<th>OBJECTIVELY VERIFIABLE INDICATORS</th>
<th>SOURCES OF INFORMATION</th>
<th>ASSUMPTIONS</th>
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</thead>
<tbody>
<tr>
<td>The global objective of this project is to support the central and local authorities of BG represented in the joint bodies established under the future Cross Border Programme in the implementation of their official tasks</td>
<td>Bulgaria prepared to effectively use EU support.</td>
<td>• Annual Report; • Mid-term Reports</td>
<td>Efficient programme management (implementation, monitoring, assessment); Continued commitment of the Government towards the priorities of the programme and regional development; Availability of qualified management staff; Sustained interest of the border region population in infrastructure development and co-operation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJECT PURPOSE</th>
<th>OBJECTIVELY VERIFIABLE INDICATORS</th>
<th>SOURCES OF INFORMATION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To establish effective mechanism for efficient programming and implementation of the future programmes (after 2007) and to establish and strengthen a co-operative institutional building on the national and local level in implementing the Cross Border Programme in the context of SF financing.</td>
<td>- Improved management of CBC programmes prepared under the PPF; - Project readiness for effective absorption of EU SF funding</td>
<td>Monitoring and assessment reports; Reports of the Phare IA (BG); CBC programme evaluation.</td>
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<tr>
<td>To further develop the effective technical preparation of projects (project pipeline) within the future Cross-border programme, financed under SF, ensuring an advanced capability to undertake EU membership obligations in the area of cross-border cooperation and good absorption capacity for the increased EU financial support.</td>
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<tr>
<td>RESULTS</td>
<td>OBJECTIVELY VERIFIABLE INDICATORS</td>
<td>SOURCES OF INFORMATION</td>
<td>ASSUMPTIONS</td>
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</tbody>
</table>
| • Final draft of Bulgaria-Greece CBC ERDF Operational Programme for 2007-2013 developed;  
• Programme Complement regarding the CBC OP drafted;  
• Responsibilities of the Managing Authority/Intermediate Bodies and the respective administrative structures at regional/local level clearly identified – organizational structures, organigrammes and job descriptions prepared;  
• Operational Manual outlining the JTS’s structure, tasks, responsibilities and activities drafted;  
• Ex-ante evaluation of OP for CBC Bulgaria-Greece 2007-2013 completed and approved;  
• Improved capability of MRDPW and other relevant regional representatives and experts within the District Governor’s Offices to assist all would-be applicants and to monitor the progress of awarded grants in the respective regions;  
• Improved capability of MRDPW and experts within the Governor’s Offices to assist grantees in preparing interim and final reports according to procedures, to fill-in requests for payments and develop financial reports, within the deadlines.  
• Informational packages developed and produced and adequate public awareness events carried out;  
• Relevant project ideas identified and consulted with stakeholders;  
• At least 50 projects including completed project documentation prepared and designed. | • Programming document elaborated  
• Experts trained  
• Beneficiaries trained  
• Evaluators trained  
• Projects prepared | • Project completion reports;  
• Monitoring and assessment reports. | Availability of adequate funds through the next CBC programme to finance the prepared projects with SF support |
<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>MEANS</th>
<th>SOURCES OF INFORMATION</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
</table>
| Component 1: TA for central and regional capacity for managing future SF territorial co-operation programmes  
*Window 1: TA for mobilizing central and regional managing capacity*  
- Development of the final draft of the OP and PC for CBC 2007-2013  
- Support in setting up of Managing Structures at national level and respective structures on NUTS III level  
- Strengthening the project preparation capacity:  
  
*Window 2: Ex-ante Evaluation of the Programming Documents (PD) for cross-border co-operation under the EU Structural Funds for its implementation*  
- Analysis of previous experience and obstacles in policy implementation  
- Review of the SWOT Analysis  
- Assessment of the rationale/ relevance and the overall consistency of the Strategy  
- Quantification of objectives  
- Evaluation of expected Socio-economic Impacts and Justification of Policy and financial Resources Allocation  
- Quality of the Implementation and Monitoring Arrangements  
  
Component 2: Project Pipeline Preparation  
*Window 1: TA for providing assistance for the development of full projects ready for financing*  
*Window 2: Project Pipeline Preparation*  
  
Component 1:  
- 1 Service contract – 0.330 MEUR, 1 FWC -0.070 MEUR;  
- Component 2:  
- 1 FWC – up to 0.200 MEUR, 1 Service Contract – 2.200 MEUR  
  
- Project selection process  
- Contracting  
- Reports from consultants;  
  
- Sustained interest and participation of local stakeholders  
- Availability of qualified consultancy staff.
**ANNEX 2: Detailed implementation chart**

*Project title: Assistance for preparation of future Cross-border Programmes between Bulgaria - Greece*

<table>
<thead>
<tr>
<th>Contracting</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
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<tr>
<td>Component 1</td>
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<td>Window 1</td>
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<td>Window 2</td>
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<td>Component 2</td>
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<tr>
<td>Window 1</td>
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<td>I</td>
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<tr>
<td>Window 2</td>
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</tr>
</tbody>
</table>

T – tendering/call  
C - contracting  
I - implementation  
S – selection of projects
ANNEX 3: Contracting and disbursement schedule by quarter

Project title: Assistance for preparation of future Cross-border Programmes between Bulgaria - Greece

<table>
<thead>
<tr>
<th>Contracting</th>
<th>Cumulative contracting schedule by quarter in MEUR (provisional)</th>
<th>Total</th>
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<tbody>
<tr>
<td></td>
<td>2006</td>
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<td>Window 2</td>
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<tr>
<td>Total contracting PHARE</td>
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Project title: Assistance for preparation of future Cross-border Programmes between Bulgaria - Greece

<table>
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<tr>
<th>Contracting</th>
<th>Cumulative disbursement schedule by quarter in MEUR (provisional)</th>
<th>Total</th>
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