1.1 1. Basic information

1.2 Project Number CZ01.13.03

1.3 Project Title Joint Small Project Fund (JSPF)

1.4 Sector ED, EN, IN, RE, SO

1.5 Project Location

Cross-border region: Czech Republic – Poland

Districts: Liberec, Jablonec n.N., Semily, Trutnov, Nachod, Rychnov n.K., Usti n.O., Sumperk, Jesenik, Bruntal, Opava, Karvina, Frydek-Mistek, City of Ostrava

2. Objectives

2.1 Overall Objective(s)

The Joint Small Project Fund (JSPF) supports the key objectives of the Czech-Polish CBC Programme, namely to help the border regions to overcome specific development problems resulting from their relative isolation in the framework of national economies. The JSPF supports the establishment and development of co-operative networks on both sides of the border between people, organisations and institutions, and the creation of linkages between these networks and wider European Union networks. The JSPF aims:

- To support the further development of the economic potential of the border regions, in particular through the utilisation of the tourism potential;
- To reduce the peripheral character of these areas, thereby improving the quality of life and creating a co-operative network on both sides of the border;
- To contribute to the development of new and strengthening of existing cross-border structures.

In pursuing these objectives, the JSPF provides a flexible approach to funding smaller-scale “people-to-people” type of actions, which are defined on the basis of local/regional needs, and which have a cross-border impact.

2.2 Project Purpose

The projects under the JSPF shall support local and regional development across the border through small-scale activities in the fields mentioned in Article 5.1 j) to n) of the Commission Regulation No. 2760/98 of 18 December 1998. Special attention will be given to measures with a strong cross-border co-operation character which are planned in close co-operation between the regional and local authorities in the border areas and which include the establishment or development of shared management structures intended to widen and deepen cross-border co-operation between public and para-public agencies as well as non-profit organisations.

The projects shall support development of the border region in particular in the fields of small-scale people-to-people activities across the border, which correspond to the priorities and measures of the JPD. In overall terms, the JSPF will seek to:
- Support and increase the number of cross border meetings of various groups of the population, especially of youth;
- Support educational activities for institutions and individuals involved in local/regional development, in local government and in organisations of public interest;
- Raise the level of public awareness and information on cross-border co-operation affairs and on the process of European integration.
- Encourage local involvement in the Phare CBC Programme and to support small-scale actions which may form the basis for larger cross-border co-operation projects;
- Build and develop the specialist resources of local and regional institutions involved in regional development, groundwork and implementation of cross-border projects in line with EU practice;
- Stimulate and support the creation of permanent structures among the local and regional organisations in the border region in question, particularly organisations with membership for both sides of the border;
- Develop and enhance co-operation between the communities on either side of the border with a view to joint improvement of economic development, living conditions and on-going contact.

2.3 Accession Partnership and NPAA Priority

The JSPF plays an important part in the process of the preparation of the Czech Republic and Poland for accession, in particular through developing and further strengthening of cross-border relations and structures between people and institutions on both sides of the border. In addition, there is an important capacity building dimension of the JSPF for local and regional actors. These funds are part of a process of creating "integration-minded" border regions. The project represents thus an important element in the preparation of Poland and the Czech Republic for the adoption of Structural Funds and is fully in compliance with the priorities of the NPAA. In addition, the project supports the social and economic integration between the border regions of candidate countries.

2.4 Cross-border Impact of the Project

The JSPF will contribute to the removal of existing disparities between regions on both sides of the border and thus to the gradual alignment of economic and social development. This is particularly important in view of future integration into the European Union. Full membership will require the approximation of levels of economic activity and living standards in particular in the border regions in order to avoid undue problems connected to the removal of borders and the introduction of the principle of free movement.

Special attention will be given to joint projects and to projects with a strong cross-border co-operation character which are planned in close co-operation with the regional and local authorities in the border areas and which include the establishment or development of shared management structures intended to widen and deepen cross-border co-operation between public and para-public as well as non-profit organisations. The JSPF emphasises projects with a cross-border impact and encourages the development of direct linkages between people and communities/organisations/institutions on either side of the border.

The Regional Co-ordination Committee and the Joint Regional Evaluation Committee of the JSPF will be composed of representatives of the relevant Polish and Czech border regions.

3. Description

3.1 Background and Justification

The inclusion of the JSPF in the 2001 Phare CBC Programme reflects the evolution in the Phare CBC Programme in Poland and in the Czech Republic from an exclusively project–by-project approach to the gradual inclusion of flexible funding mechanisms, beginning with the Small Projects Fund in 1995 in Poland and in 1996 in the Czech Republic. The success of the mechanism in addressing identified local needs, popularity with local/regional actors and relatively quick implementation record prompted the inclusion of more funds in the next Phare CBC Programmes for both border regions (Small Projects Fund, Baltic Small Project...
Facility, Reforestation Fund, Fund for Renewal of Rural Areas). The revisions of past Phare CBC Programmes in the aftermath of the severe floods of 1997 led to the formulation of the Flood Area Reconstruction Programme, which again adopted a mechanism of fund approach and was implemented also in Czech-Polish border regions. Thus, there is now a considerable body of experience in Poland and the Czech Republic, and significantly in the border regions, of the mechanics of Fund operation. Past experience has demonstrated that the fund approach is an efficient mechanism to address small-scale intervention in both "soft" (Small Project Fund) and "hard" measures (infrastructure – the Flood Area Reconstruction Programme).

The fund model closely mirrors the INTERREG approach to programming with indicative allocations identified across broad priority areas for intervention and projects decided later by committees of local/regional actors. This approach is particularly useful in the context of pre-accession and the preparation of local/regional administrations for access to the Structural Funds through providing the latter with a framework that more closely mirrors those of their EU counterparts. Moreover funds are seen as ideal mechanisms for the "maturing" of cross-border co-operation through allowing greater possibilities for the definition and preparation of joint projects.

The local consultation process with regional/local actors in developing the Joint Programming Document (JPD) the Phare CBC Programmes 2000-2006 resulted in a detailed definition of the development and co-operation priorities on both sides of the border. In accordance with the new CBC Regulation the local and regional actors structured their order of priorities for the CBC Programme and suggested indicative measures within each priority. Moreover the approach to funding and the options for the establishment of joint structures for the Fund between the Czech and Polish sides was explored. As a result of his extensive consultation process, the Small Projects Fund is recommended to be continued and to be extended to the extent possible to a joint operation of both Phare CBC Programmes.

To summarise, the inclusion of the JSPF into the programme is a logical step forward in the overall context of the Czech Republic’s and Poland’s future accession to the EU, and in the specific context of the development of cross-border co-operation and evolution of the Phare CBC Programme in the pre-accession context.

3.2 Linked Activities

The JSPF forms an integral part of the CBC Phare Programme. It complements other projects of the CBC Programme primarily by creating a flexible mechanism for the support of small-scale ad hoc activities and themes.

The JSPF of the 2001 programme will be based on the experience with the Small Project Fund supported by previous programmes in Poland since 1995 and in Czech Republic since 1996 through 2000.

The JSPF must keep in harmony with the activity of the relevant Small Project Fund programme on the Polish side of the border. Joint projects should be supported with a high priority and funded from the SPF CBC Phare on the Czech side and from SPF CBC programme on Polish side.

3.3 Results

The JSPF will contribute to the overall process leading to creation of one integrated socio-economic border area. In this context it will help the border area to get prepared for accession. As a result of this process one can expect:

- Increased intensity and level of cross border co-operation in the whole scope of the JSPF activities;
- Strengthening of cross border networks and setting up of new cross border structures to promote social and economic development;
- Better level of public awareness on EU integration and cross border co-operation due to improved quality and flow of information and better communication in the border area;
- Further development of cross border partnership;
- Higher proportion of cultural exchanges based on permanent and long term co-operation.
3.4 Activities

3.5 General Criteria for Eligibility:

In general terms the eligible actions should meet the following conditions:

a) Have a strong and evident cross-border aspect (joint projects, especially where co-financed jointly by Czech and Polish project partners, will be particularly prioritised);

b) Full compliance with the objectives, priorities and measures as detailed in the Joint Programming Document;

c) Be financially assessed realistically and transparently;

d) Be ready for implementation;

e) Contribute to institution and capacity building;

f) Be supportive to, but under no circumstances be in contradiction with the long-term development plans of the municipality or the region;

g) Projects that are part of an overall strategy/plan for the development of the region/town/municipality will be prioritised; in particular the compliance of project proposals with the objectives and measures specified in the relevant Regional Operational Programmes (ROP) will be taken into consideration for the assessment and selection of actions to be funded under the JSPF;

h) Contain innovative approaches (e.g. pilot projects).

3.6 Areas eligible for small-scale projects under the JSPF

Eligible actions to be supported under the JSPF are defined in more detail below. On this basis, the Implementing Agency will develop more detailed operational guidelines in consultation with the appointed Regional Co-ordination Committee and Regional Councils of the respective NUTS II regions.

The JSPF will provide financial support to small-scale actions within the eligible areas for the CBC programme as defined in Article 5.1 j) to n) of the Commission Regulation No. 2760/98. Thereby, the Fund will continue to pay particular attention to the support of small-scale actions that bring people and institutions together in their joint efforts to develop the cross-border area. Actions will be supported in particular across the following priority areas:

**Cultural Exchanges:** those cultural exchanges (including media and sports) that already exist and that are being newly established between local groups on both sides of the border region; meetings and exchanges among youth; artistic and supporting activities; folk events and similar actions; emphasis will be on supporting exchanges and co-operation in their start-up phase with a view to generating lasting co-operation and employment, subject of support will be mainly the organisational part of the events.

**Local Democracy:** actions will be supported that help create and intensify the skills of organisational structures in local and regional public administration and other elements of a democratic society (chambers of commerce, trade associations, trade unions, NGOs); relevant training courses and information will be provided supporting exchange visits, project preparation and procedural matters; joint projects may also involve the elaboration of materials for distance learning and so forth; exchange of know-how and experience in education at various levels will also be supported.

**Human Resources:** projects relating to human resources and training can focus on a wide variety of participant groups; projects encouraging co-operation in vocational training; cross-border employment promotion measures; cross-border social integration; projects that utilise training, educational, research, technology establishments on both sides of the border, including for example twinning projects between such centres and joint awareness raising activities (e.g. regional history or development issues); projects can also include formal training provision, short courses and events and then use of distance-learning materials; this might also include provision for language training, including applied language courses that could facilitate cross-border development and co-operation.
Planning and development studies: analysis of the cross-border area, preparation of guidelines and joint planning for management of the area including the cross-border area as an integrated geographical unit; promotion of multi-sectoral frameworks for land use; projects can be supported that create the preconditions for joint planning in a border region, for framing joint research programmes, for drawing up joint strategies for regional development in a border area with the aim to jointly define the development priorities; development of project applications and feasibility studies are also included.

Economic Development: support for small projects enhancing the economic base of the border region, planning for cross-border industrial areas; marketing initiatives, markets, exhibitions and advertising events, promotion of business co-operation, enterprise development, financial co-operation; the creation of cross-border co-operation structures and partnerships among supporting organisations such as chambers of commerce, business-related research, technology and development centres; transfer of management skills; support for the development of SMEs through investment aid.

Environment: projects focusing on specific problems of the environment of the region, such as the drafting of studies, assessment of problems, environmental training, and actions aimed at increasing public environmental awareness.

Tourism: the JSPF will provide funding for a range of actions for tourism development - studies, planning, institutional strengthening measures, development of quality and environmentally friendly tourism (including farm tourism), design and introduction of new tourist products creating sustainable jobs, specific SME training and related HRD programmes, small-scale tourism infrastructure.

Communication: support of actions aimed at improvement of information flows and communications between border regions, including support for cross-border radio, television, newspapers and other media.

3.7 Financial conditions
The JSPF will be implemented in accordance with The Practical Guide to Phare, ISPA and SAPARD contract procedures, Section 6.

Implementation of the JSPF is conditional on prior verification and approval of the scheme by the Delegation.

3.8 People-to-people and other "soft" projects
3.9 The maximum grant per project (Phare contribution) is 50 000 EUR. The minimum grant per project is 1000 EUR. The beneficiary’s co-financing contribution to the project is min. 10% of the budgeted costs.

3.10 JSPF management costs
Up to 7% of the Phare Contribution may be used for expenditure relating to the preparation, selection, appraisal and monitoring of the assistance.

4. Institutional Framework
The National Aid Co-ordinator will have overall responsibility for programming, monitoring and implementation of the Phare programmes. A National Fund (NF) in the Ministry of Finance, headed by the National Authorising Officer (NAO) shall have overall responsibility for financial management of the Phare funds. The NAO shall have the full overall accountability for the Phare funds of a programme until the closure of the programme.

The NF will transfer funds to the Implementing Agency (IA) in accordance with the Financing Agreement. The IA will be headed by a Programme Authorising Officer (PAO) nominated by the Minister for Regional Development and appointed by the NAO after consultation with the NAC.

The project will be implemented under the overall responsibility of the Implementing Agency: the Ministry for Regional Development in conjunction with its Centre for Regional Development (the IA CBC Phare).
The IA CBC Phare is finally responsible for the management of funds allocated to the JSPF and reserves therefore certain rights with respect to approving individual regional JSPFs and reserves the right to supervise them: issuing of guidelines; definition of the responsibilities of institutions involved in the JSPF; approval of the institutional set-up; specification of the rules for financial management and for regular submission of reports; the IA CBC Phare has the right of veto over certain projects that have been approved in contravention of the established rules; and finally the IA CBC Phare is responsible for the provision of on-going support to institutions in the regions in the form of training or consultation through experts chosen by the IA CBC Phare. Specifically the IA CBC Phare will manage the implementation of horizontal actions in support of institutional development.

The IA CBC Phare represented by PAO of the programme is therefore responsible for implementation and procurement of the JSPF.

The Regional Co-ordination Committee (replacing partly the former Regional Steering Committee) will be established in the border region. The RCC will consist of representatives of the respective Euroregions or associations of municipalities, Regional Councils (representing NUTS II regions), Regional Development Committees and representatives of A Higher Territorial Self-Governing Units (NUTS III regions) and representatives of NGOs in the regions that are relevant for the priority areas of the JSPF. The RCC will be responsible for conformity of the CBC Phare programme and it’s priorities defined in the JPD with priorities of other regional development programmes relevant for the Czech-Polish border region.

The RCC will also have a representative of the relevant Polish border region, representatives of the MRD and IA CBC Phare acting as observers.

The basic functions of the Regional Co-ordination Committee will be:

- identification of development needs and bottlenecks within the scope of cross border co-operation
- pursuing active information policy on JSPF in the border region
- proposing members for the Joint Regional Evaluation Committees responsible for project evaluation and selection
- monitoring and evaluation if the JSPF operation reporting to the respective Regional Council (NUTS II level) and the JCC.

The Joint Regional Evaluation Committee (JREC – replacing partly the former Regional Steering Committee) will be established in the Czech-Polish border region. The JREC will have a key function in a process of project evaluation and project selection and will have a collective responsibility for decisions on provision of grants.

The Czech part of the JREC will have 9 members at maximum; 3 – 7 voting members and 2 nonvoting members (a director and a secretary).

The JREC will have the following tasks:

- project evaluation in compliance with the rules of the programme guidelines
- project selection
- decision on provision of grants
- refer to the RCC and the IA

The Assessors may be involved in the project evaluation process if necessary. Assessors are meant to be highly qualified experts with expertise in the fields where the JSPF operates.

If Assessors will be involved in the evaluation process the PAO will appoint them on the bases of a proposal made by a respective RCC endorsed by the Delegation.

The MRD and IA representatives will be invited to participate in the meetings of all the bodies mentioned above. An EC Delegation representative has to be invited to all the meetings of the JREC and Assessors.
The Secretariats are the executive JSPF bodies in the regions. Their chief function is to provide technical and specialist support to the Joint Regional Evaluation Committees, and to the recipients in the regions.

The IA will provide the Secretariats with on-going advice and support and specialist consultancy and training inputs will assist the Secretariats in performing their role. Their responsibilities specifically include:

- Provision of information to beneficiaries on the Phare CBC Programme and its sub-Programmes;
- Provision of support for the preparation of meetings of the JREC, as appropriate;
- Co-ordination between the RCC and the respective JREC;
- Organisation of individual round of public calls for the submission of proposals;
- Supporting applicants with project preparation;
- Assisting in the preparation of Terms of Reference and associated tender and contracting documents as required;
- Preparation of grant contracts;
- Assistance to the IA in financial management of the JSPF;
- Monitoring and inspection of implementation; evaluation of benefits;
- Reporting to the IA CBC Phare.
- Provision of information to the RCC in Euroregions and Regional Councils (NUTS II) concerning awarded grant, contracts;
- Training of all JSPF possible participants.

All tasks and responsibilities of the Secretariats will be specified in detail in Service Contracts concluded between the MRD (PAO) and the respective institution selected to perform the role of the JSPF Secretariat in the particular border region.

5. Detailed Budget (MEUR)

<table>
<thead>
<tr>
<th></th>
<th>Phare</th>
<th>National Co-financing</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment Support</td>
<td>Institution Building</td>
<td>Total Phare (=I+IB)</td>
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<tr>
<td>Joint Small Project</td>
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<tr>
<td>Fund (JSPF)</td>
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<tr>
<td>Total</td>
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</table>

6. Implementation Arrangements

6.1 Implementing Agency

The Ministry for Regional Development in conjunction with the Centre for Regional Development CR.

PAO: RNDr. Jiří Horáèek, director, Department of EU programmes, MRD CR
Address: Staromístské nám. 6, 110 15 Praha 1
Phone: + 420-2 2486 1398
6.2 Non-standard Aspects

The project will be managed using the methodology specified for Candidate Countries in the manual for the management of programmes supported from the EU sources – ”Practical Guide for Phare, Ispa and SAPARD” under the overall supervision of the National Aid Coordinator. The National Fund (NF) in the Ministry of Finance will supervise the financial management of the programme.

The Ministry for Regional Development in conjunction with its Centre for Regional Development will be the Implementing Agency (IA) for the project. The NF will transfer funds to the IA in accordance with the Financing Agreement signed between the NF and the IA.

The IA will be headed by a Programme Authorising Officer (PAO) nominated by the Minister for Regional Development and appointed by the National Authorising Officer. The PAO will be responsible for all the operations carried out by the IA.

6.3 Contracts

The IA will award contracts to the selected Secretariats to ensure provision of technical support and services related to the decentralised operation of the JSPF (see above, Implementation arrangements sections).

For people-to-people and other soft projects the tendering and contracting of the required services and supplies will follow the DIS manual.

The Phare Programme rules of eligibility and origin must be complied.

The IA will issue an operational manual, which will constitute the binding procedures to be followed by the Secretariats.

7. Implementation Schedule

| Start of tendering:  | 04/2002 |
| Contracts with Secretariats: | 08/2002 |
| First call for proposals: | 09/2002 |
| Project completion: | 09/2004 |

8. Equal Opportunity

Principles and procedures applied during the project implementation will ensure equal opportunities for all the participants of the project.
9. Environment
Concerns of the environment will be taken into consideration in all regional/local and sectoral development studies to be funded under the JSPF. Tourism projects will respect the need to protect the environment and natural heritage.

10. Rates of Return : NA

11. Investment Criteria

11.1 Catalytic Effect : NA

11.2 Co-financing
11.3 see above, Implementation arrangements and activities sections

11.4 Additionality
Financial support to be provided by Phare will not replace any other funding.

11.5 Project Readiness and Size: NA

11.6 Sustainability: NA

11.7 Compliance with State Aid Provisions: NA

11.8 Contribution to National Development Plan
The project respects priorities of the NDP focused on economic and social development in border areas. The project is fully in compliance with the priorities and measures laid down in the cross border regional development strategy defined in the Joint Programming Document (JPD) Czech Republic - Poland for the Phare CBC programmes.

12. Conditionality and Sequencing
see above, Implementation Arrangements and Activities sections

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).
### PHARE LOG FRAME

### LOGFRAME PLANNING MATRIX FOR Project

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Czech Republic – Poland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phare CBC 2001</td>
<td></td>
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<tr>
<td>Contracting period expires</td>
<td>Disbursement period expires</td>
</tr>
<tr>
<td>Total budget : MEUR 0,575</td>
<td>Phare budget : MEUR 0,500</td>
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</tbody>
</table>

#### Overall objective
- Reduction of the peripheral character of border areas through creating co-operative networks and structures on both side of the borders
- Support further development and utilisation of economic potential of border regions, especially of tourism potential
- Contribute to the development of new and strengthening of existing cross-border structures

#### Objectively verifiable indicators
- Smoother functioning of cross-border co-operation in all major areas tackled by the programme
- Increased awareness and activity among local population and institutions in border areas on EU and the integration of Czech Republic
- Increased level of joint economic co-operation in border area both in traditional and new businesses

#### Sources of Verification
- EC and Czech Republic official reports on accession
- Reports and statistics from border regions/euroregions and newly established NUTS III regions
- Statistics and reports of the Ministry of Industry and Trade and Ministry for Regional Development

#### Project purpose
- Support and increase the number of cross-border meetings and activities among people and institutions on both sides of the borders

#### Objectively verifiable indicators
- Increased volume and intensity of contacts, jointly organised actions, expertise and advice provided by Chamber of Commerce

#### Sources of Verification
- Reports and statistics of Chambers of Commerce
- Reports and statistics of Labour Offices

#### Assumptions
- Intensive support of development community focused of project identification and
### Results
- Increased intensity and level of cross-border co-operation in the whole scope of the JSPF activities
- More effective cross-border networks and structures
- Better level of public awareness on EU and cross-border co-operation due to improved flow of information and communication
- Successful development of cross border partnership
- Higher proportion of cultural exchanges based on permanent and long term co-operation

### Objectively verifiable indicators
- Number of projects and actions covering the JSPF scale of actions
- Number of joint cross border structures created
- Number of institutions involved in networks
- Quality of projects improved
- New types of projects in the field of ICT
- Number of jointly prepared and implemented projects
- Number of projects reflecting long term co-operation

### Sources of Verification
- IA CBC Phare reports
- Project evaluation reports
- Reports and minutes of Regional Steering Committees and Secretariats
- Monitoring and assessment reports
- Regional and local newspapers, etc.

### Assumptions
- Efficient marketing and promotion of the programme in the border region
- Flexible and competent assistance and advice for local actors
- Wider involvement of local institutions into cross border co-operation
- Promotion of innovative approaches to regional/local development

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Development of tourism as an important contributor to the local economic development and employment</td>
<td>Commerce, Labour Offices, specialised consulting bodies, etc. to SMEs, employers,..</td>
<td>• Proactive role of the new regional governments</td>
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<tr>
<td>• Achievement of more intensive level of mutual co-operation through development of cross border structures and networks</td>
<td>• Growth of tourism sector in the border region in terms of income and newly created jobs</td>
<td>• Intensive cross border contacts and co-operation between regional/local governments</td>
</tr>
<tr>
<td>• Encouragement of local involvement in the Phare CBC programme, strengthening and development of development skills and capacity of local actors</td>
<td>• New cross border initiatives developed</td>
<td>• Improved co-ordination of the programme with other regional programmes and projects</td>
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</table>

### Objectively verifiable indicators
- Number of projects and actions covering the JSPF scale of actions
- Number of joint cross border structures created
- Number of institutions involved in networks
- Quality of projects improved
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- Number of jointly prepared and implemented projects
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### Sources of Verification
- IA CBC Phare reports
- Project evaluation reports
- Reports and minutes of Regional Steering Committees and Secretariats
- Monitoring and assessment reports
- Regional and local newspapers, etc.

### Assumptions
- Efficient marketing and promotion of the programme in the border region
- Flexible and competent assistance and advice for local actors
- Wider involvement of local institutions into cross border co-operation
- Promotion of innovative approaches to regional/local development
Implemented projects and small scale actions in the fields of:
- Cultural exchanges
- Local democracy
- Human resources
- Planning and development studies
- Economic development
- Environment
- Tourism development
- Communication, information exchange

<table>
<thead>
<tr>
<th>Available funds for project co-financing</th>
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<tr>
<td>Available funds for financing management of the programme</td>
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<tr>
<td>Qualified experts</td>
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</table>

- Sufficient local/regional project development capacity
- Well functioning co-operation and co-ordination between IA CBC Phare, Regional Steering Committees, Secretariats

**Preconditions**
- Signature of the Financing Memorandum
ANNEX 2

Implementation Time Chart

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T: Tendering  
C: Contracting  
I: Implementation  
D: Disbursement
### Commitment Schedule

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### Disbursement Schedule

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