1. Basic Information

1.1 Désirée Number: CZ00-10-01

1.2 Twinning Number: CZ2000/IB/SPP/01

1.3 Title: Consolidation of the national development strategy and support, including preparation of the employment/HRD sector and the industry/productive sector for the implementation of the Structural and Cohesion Funds.

1.4 Sector: Economic and Social Cohesion

1.5 Location: The Czech Republic Ministry for Regional Development/Ministry of Industry and Trade/Ministry of Labour and Social Affairs/Ministry of Education

2. Objectives

2.1 Wider Objective(s):
- To enable the Czech Republic to assume the obligations of membership in the area of Structural and Cohesion Funds.

2.2 Immediate Objectives:
- To ensure that the Czech Republic has in place the necessary well-prepared programme documentation, well-designed and appropriately staffed and equipped implementation and monitoring systems, together with a well-developed national and regional capacity to generate and implement effective projects.

1.22.1 Accession Partnership and NPAA priority

Accession Partnership: Medium-term priorities

Economic Criteria:
- promote competitiveness of the private sector, including SMEs.

Economic and social cohesion
- develop national policy for economic and social cohesion in the view of reducing GDP/cap gap with the EU average as well as addressing internal disparities; improving the administrative structures; organising the budgetary system and its procedures according to structural funds standards, including appraisal and evaluation.

NPAA: Medium-term priorities

SMEs:
- Improving the conditions for enterprise as a whole. To co-ordinate activities with regional institutions focusing on enterprise development.

Industry/Economic Policy:
For industry, the main priority is to complete and approve the Industrial Policy and the Action Programme for Supporting the Competitiveness of Czech Industry from which it ensues. The main priority of the economic policy is an orientation towards the Czech economy's competitiveness in the broadest meaning of this word. Both areas envisage the further development of the existing SME support programmes and investment incentive programmes.

Economic and Social Cohesion:
The key ESC objective is to prepare the Czech Republic to assume all obligations stemming from individual EC regulations for Structural Funds, the Cohesion Fund, and other legal norms of the
European Community, and to establish institutional and other prerequisites for the use of the Structural Funds and the Cohesion Fund. The medium-term priorities are:

1. the completion of a legal framework, institutional and administrative structures, and the establishment of a system for their efficient functioning.

2. Strategic and technical support for the MRD and other central bodies and regional subjects in drawing up basic ESC documents (regional policy) and in paving the way for the use of the Structural Funds and the Cohesion Fund.

3. Instruments and forms of support within the framework of the Structural Funds and the Cohesion Fund.

4. The continuation of pilot programmes and the extension of EU assistance to cover other areas of sectoral and regional support that will simulate the functioning of ERDF and ESF, in particular.

5. Continuing training programmes in ESC.

2.4. Contribution to National Development Plan

The first draft of the National Development Plan was formally submitted to the European Commission in January 2000, following preparation by the National Programming Committee for Economic and Social Cohesion, which has members from all relevant Ministries, economic and social partners and regions. Further work is needed to refine the plan, particularly in the light of Commission comments, expected in April 2000. The NDP will also need to be updated annually.

3. Description

3.1 Background and justification:
The Czech Republic will become eligible for Structural and Cohesion Funds investment from the European Union on accession. The government would like to be prepared by that time to make full, effective and rapid use of the expected substantial investment funds available.

In January 2000, a National Development Plan was finalised (see above) together with 8 draft regional operational programmes and six draft sectoral operational programmes which are in various stages of preparation (covering human resources, industry, transport, environment, agriculture, tourism). These programmes need to be revised and refined, including the definition of measures and individual projects.

In the area of implementation and monitoring mechanisms, the Ministry of Regional Development has been nominated as the coordinating Ministry, a National Programming and Monitoring Committee has been established and eight regional monitoring committees have been established, together with skeleton secretariats responsible for implementation. Sectoral committees have also been established. The requirement for systematic coordination and cooperation between a large number of different groups creates a heavy workload and still represents a relatively new challenge. The regional committees will come under the authority of the new elected regional administrations at the end of 2000. The administrative structures for the management and financing of projects remain to be finalised in detail. Monitoring and implementation structures will be tested by experience with ISPA and SAPARD and with Phare micro-region investment programmes (see 3.2). There is a continuing need for advice to the Ministry of Regional Development on the exercise of its strategic and coordinating role. At the same time there is a need to strengthen the capacity of those ministries responsible for the management of Structural and Cohesion Funds: in particular the Ministry of Labour and Social Affairs; the Ministry of Industry and Trade; the Ministry of Agriculture and the Ministries of Transport, Environment and Education. In addition to the Ministries, national and regional agencies and authorities, which will be involved in implementation need to be strengthened. Manuals on ESF and ERDF will have been prepared by mid 2001, but more detailed desk instructions will need to be written and also further training will be required. A computerised monitoring system will also be in place by mid 2001, but the system will require further development and testing.
The capacity to generate and implement projects has been identified as the weakest point of preparation for Structural and Cohesion Funds in the Czech Republic. Considerable work is necessary at national and regional level with Ministries, economic and social partners and public and private sector potential beneficiaries to design effective projects to make the best use of the expected funds. In particular, it will be necessary to design schemes (e.g., SME funds, labour market intervention funds) and model projects to address priorities identified.

3.2 Linked activities:

Projects completed or nearly completed before the end of this project

Under the Phare 1997 programme, advice has been provided on the initial establishment of policies, programmes and structures for the implementation of Structural Funds. Under the 1998 programme a large twinning project started in November 1999 and will be completed in June 2001. By the end of this twinning project, manuals on ESF and ERDF will have been prepared, committee structures will have been set up, new institutions will be functioning and applying systems to pre-accession projects, national level systems will be in place to deal with the initial phase of Structural Funds, two people in each NUTS II region will have been trained, the Industry SOP will have been prepared, three regional committees will have been trained. In addition, under 1998, advice is being provided for the start-up of ISPA and SAPARD, a training programme is being prepared to establish a network of training institutions to deliver training at national and regional level and pilot micro-region investment programmes will be implemented. Under the 1999 programme, structural funds type business support and employment programmes will be implemented to help improve competitiveness. In addition a twinning project will help prepare a revised Czech National Employment and Human Resources Development Strategy, together with a fully operational National Action Plan to be financed in 2002, capacity building in the Ministry of Labour and the National Training Fund and a model for the administration of the ESF in the Czech Republic, including organisation structures and training. A scheme will also be designed for the delivery of ESF support, based on the existing Phare Social Welfare Initiative Fund and the Pro-Active Labour Market Intervention Fund.

In addition to Phare funds, there is money from the Czech state budget for the development of programming documents and monitoring systems. It is expected that the MoLSA budgetary chapters for 2001/2002 will provide money for the implementation of projects ensuing from the pilot HRD SOP (3 priorities) in all other regions, to complement and build on the experience of Palmif, which will also be implemented nationwide.

Phare 2000 investment will go to 2 target regions, which will provide another opportunity to test implementation structures.

3.3 Results:

SFS AND CF – GENERAL

- Monitoring system evaluated; recommendations implemented for improved and extended nationwide coverage;
- Increased knowledge and skills of staff in key Ministries on how to administer and implement structural funds at a detailed level;
- Revised version of the manuals prepared under the 1998 twinning, as may be necessary to provide detailed instructions on how to implement ESF and ERDF according to Czech structures;
- Fully trained staff in the ESF and ERDF units, the new Regional Councils and their support bodies and members of Sectoral Monitoring Committees for HRD and Industry;
- Finalised priorities, measures and indicators within all operational programmes which are to be proposed for financing;
- Refined and updated strategic and programming documentation.
ESF
- Revised and finalised ESF Administration Model ready for full implementation of the HRD SOP;
- ESF Administration Model applied to all NUTS II regions
- National Action Plan for employment drafted for 2003;
- Existing legislation revised and/or new developed as may be necessary to ensure effective implementation of the National Employment Plan / Human Resources Development SOP.

INDUSTRY AND SME DEVELOPMENT
- Implementation structure for the Industry SOP (2001-2006) established and structures prepared to channel support to the industrial sector
- System of nationwide domestic and Phare support schemes assessed for the industrial sector; limited number of support mechanisms and a series of model projects designed in cooperation with the network of business support agencies and project promoters (businesses and municipalities) in 3 NUTS II target regions
- Experience disseminated to all regions and national authorities.

3.4. Activities:
To be implemented through a twinning covenant – CZ 2000/IB/SPP/01 covering 3 long-term PAAs (18 months each) together with 15 months of short-term expertise, with experience in all aspects of the SFs and strategy, preferably with practical experience from a Cohesion country, and Cohesion fund, with practical specialisation in the following activities. In addition, up to twenty internships of around a month each for staff of national and regional bodies in equivalent organisations in the Member States:

- **SFs AND CF – GENERAL**
  1 long-term PAA, responsible for the overall coordination of the project, and based in the MRD.
  Practical experience, preferably from a Cohesion country, of strategic coordination of Structural Funds preparation, and programming documentation:
  **Development and refinement of documentation:** particularly assistance in improving and updating the NDP, and identifying and refining priorities, measures and indicators of operational programmes in order to avoid overlaps with other documentation and to bring the NDP up to a standard where it can form the textual basis for the Community Support Framework prior to negotiation.
  **Strategic coordination of administrative and implementation structures** provision of practical knowledge of EU regional and cohesion policy, particularly to enhance the programming/implementation capacity for ERDF at all levels. This will involve analyses, recommendations and ensuring the smooth transfer from current MMC structures to Regional Councils and all support bodies established through VUSC and Regional Development Act.
  To evaluate the testing of the monitoring system and Phare 2000 investment, which will run simultaneously. Recommendations for improvements in compliance with SFs regulations to ensure full, nationwide coverage, and coordination with information in programming documentation.

  **Seminars & workshops, production of brochures**

- **ESF**

  1 LT PAA, specialising in The European Social Fund

  **Development of implementation systems within MoLSA and MoEYS** - transition from the HRD/policy unit to be set up under the 99 twinning project, to become a fully functioning programming and administration unit for ESF in MoLSA and HRD support unit within MoEYS, and the NTF as the future ESF implementing agency.
Means: The LT PAA located in MoLSA


ST legal expertise specialising in social exclusion (Roma), equal opportunities and disabled policy areas.

Development of legislation: Refinement and review of the existing legal framework to implement the NEP and assist in the development of new legislation, prioritised under the HRD SOP. Support in project implementation procedures Regionally, the project will support selected Labour Offices, 8 of which will be nominated to represent the NUTS II regions, and 2 of which will undertake the regional implementation of Phare 2000 investment. Assistance will provide practical support in all aspects of the project cycle for the HRD fund implementation and procedures in the ESF administration model. Specifically, this TA will assist applicants in the pre-application stage. Advice to assist Labour Office staff/project sponsors in all NUTS II regions with project preparation procedures under ESF administration model & 2000 HRD fund (in target regions). Justification for technical assistance is given by the fact that the network of Labour Offices will be integral to the ESF administrative structure and have little capacity for project implementation.

INDUSTRY AND SME DEVELOPMENT

1 LT PAA (MIT) with substantial, practical Cohesion country experience in industrial development and declining industries.

Implementation system and structure for Industry SOP: Assessment (& possible recommendations) of the statute for the implementing body to be designated by the MIT, to also be the agency, and assistance to ensure the technical and implementation readiness for making use of future SF and CF support to industrial sector; assistance in finalising the entire structure for implementation and use of SFs based on SPP 98 recommendations, to be ready by 2003 and for the transfer structures during 2001/02.

Expanding the Absorption capacity: Exchange of know-how on EU member state models for bringing projects forward; to undertake analyses of current support schemes nationwide, including Phare, and draw up a timetabled strategy for developing model projects and possible new support schemes for assistance through government and EU co-financing from Phare 2001. This would be steered by the MIT, and undertaken in cooperation with the MRD and the core business support network of ‘Project Officers’ to be designated by July 2001 in 3 target regions (including RDAs), which would ensure wide dissemination of information to project sponsors in order to expand the overall absorption capacity.

4. Institutional Framework

Twinning expertise is expected to have close contact with the NPC-ESC, which has overall responsibility for coordinating ESC programming and documentation. It is vital that the co-ordination of ESC tasks and roles is effective at all levels. The viability of the project depends very much on clear coordination and cooperation between the various actors involved – the individual PAAs based in the respective ministries, as well as the ministries themselves (MIT, MRD, MoLSA/MoEYS). To ensure a structured approach from the outset, the above actors – PAAs and ministerial representatives will form a Steering group within the scope of the project, to be chaired by the MRD, as overall coordinator of Structural and Cohesion Funds preparations. Apart from the PAAs meeting together weekly, this Steering group will have monthly meetings to review progress and agree on a consistent and coordinated approach. The major objective is to ensure a constant

---

1 By govt. decision, the MIT has independent control of its budgetary chapter means, distribution of which is authorised by the MIT department of Restructuring and Renewal.
flow of information, on the IB project as well as developments in the investment projects in target regions, in order to be able to do the following: 1) report regularly to the NPC-ESC on progress; 2) provide a forum for resolving any problems or agreeing changes to strategy; 3) ensure the overall work in the regions is well coordinated and follows an approved time-plan of activities, approved by the MRD’s Regional Policy Section, and given to the respective RMMC and SMMC for information;

The Act on Support to Regional Development clarifies the division of responsibilities between the NUTS II and NUTS III levels, and defines selected structurally afflicted and economically weak regions as priority zones, will come into force on 1 January 2001. From 2000 onwards, on the basis of Act No. 347/1999 on the creation of higher territorial units of self-government, the CR will be divided into 14 kraj (similar to NUTS III level regions). Both acts are in Parliament and subject to further readings.

5. Detailed Budget in M€

<table>
<thead>
<tr>
<th>Sub-Project</th>
<th>Phare Inv.</th>
<th>Support IB</th>
<th>Total Phare</th>
<th>National* Cofinancing</th>
<th>IFI*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twinning and Training</td>
<td>1.5</td>
<td>1.5</td>
<td></td>
<td></td>
<td>0.15</td>
<td>1.65</td>
</tr>
<tr>
<td>Twinning and Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.5</td>
<td>1.5</td>
<td>0.15</td>
<td></td>
<td></td>
<td>1.65</td>
</tr>
</tbody>
</table>

6. Implementation Arrangements

6.1 Implementing Agency

Responsibility for the administration related to the procedural aspects of procurement, contracting and accountancy will rest with the CFCU. Responsibility for the administration related to the preparation, technical control and implementation is with the overall Beneficiary, the MRD.

6.2 Twinning – CZ 2000/IB/SPP/01

Implementation arrangements to be administered by the CFCU. The three long-term PAAs will be located in the MRD (Head of twinning team), MoLSA and MIT. The MRD, as the overall coordinator of preparation for Structural and Cohesion Funds, will be entrusted with the implementation of the covenant.

Contact people:
Ms Dražomíra Vrbšká, Director of Integration and Structural Funds Department, MRD, Staroměstské nám. 6, 110 15 Prague 1, tel: 420 2 2486 1424; fax: 420 2 2481 2930; email: drahomira.vrbska@mmr.cz; Mr Petr Bucina, Director of Industrial Policy Department, MIT, Na Františku 32, 110 15 Prague 1, tel: 420 2 2485 3343; email: bucina@mpo.cz; Mr Miroslav Pribyl, Head of Labour Market Statistics Division, MoLSA, Na Poríčním právu 1, 128 00 Praha 2; tel: 2192 3502, fax: 2192 1247; email: pribylm@mpsv.cz

6.4 Contracts

1 twinning covenant – € 1.5 million

7. Implementation Schedule

7.1 Start of tendering/call for proposals 3Q/2000
7.2 Start of project activity 3rd Quarter/2001
Project Completion 1st Quarter/2003

8. Equal Opportunity
Equal opportunity principles and practices in ensuring equitable gender participation in the Project will be guaranteed.

**9. Conditionality and sequencing**

The MIT sub-project support schemes component is conditional upon the completion of analyses of regional demand for support to industrial development, which will have been carried out by September 2000. The MoLSA sub-project component for support on ESF and pilot HRD SOP project cycle procedures to selected Labour Offices, is conditional upon the nomination of 8 NUTS II representative offices, and designated staff, which will have happened by 2000. All beneficiary ministries will ensure that the project and its components are carried out satisfactorily and to good end, and will ensure adequate budget resources and office facilities to implement the project.

Annexes to Project Fiche
1. Logical framework matrix in standard format (attached)
2. Detailed implementation chart (attached)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (attached)
### Logframe Matrix

<table>
<thead>
<tr>
<th>Wider Objective</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To enable the Czech Republic to assume the obligations of membership in the area of Structural and Cohesion Funds.</td>
<td>• National Development policy remains consistent with experience &amp; continues on from achievements to date;</td>
<td>• Member State best practice; EU Twinning 98 and 99 project outputs; Regional development studies and surveys; National and regional agencies and networks; EC regulations (general, fund-specific); supporting documents; Vademecum, guidelines, data sheets and key guidance; Relevant EU Legislation;</td>
<td>• Continued commitment of CR to build institutional structures for absorption of SFs on accession; Relevant legislation adopted and effective; Policy developed &amp; structures in place and on which to follow up and build on; Momentum for progress in regional policy sustained at national and regional levels; <strong>Risks</strong> • Relevant legislation delayed and/or not adopted; • Structures to be used for SFs and CF not fully in place; • Benchmarks given by 98/99 twinning projects not fully achieved.</td>
</tr>
<tr>
<td></td>
<td>• Benchmarks for putting in place initial structures by mid-2001 which will be used for the operation of the SFs &amp; CF on accession achieved</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Implementation structures tested in pilot micro-regions; monitoring structures for Phare, ISPA and SAPARD tested nationwide</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Relevant legislation adopted;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• New regional self-governing structures set up &amp; smooth transition from existing bodies;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increased national and regional awareness of the preparatory processes concerning institutional structures &amp; capacities necessary for EU accession;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increased publicity of the ideas &amp; concepts intended for establishing partnership based public interest organisations to enhance active regional and economic development;</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Immediate Objectives</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To ensure that the Czech Republic has in place the necessary, well-prepared programme documentation, well-designed and appropriately staffed and equipped implementation and monitoring systems, together with a well-developed national and regional capacity to generate and implement effective projects.</td>
<td>• National Programming Committee (NPC-ESC) enhanced competencies; NPC-ESC, SMMCs, RMMCs (and newly transformed committees) able to assume monitoring and programming roles; Regional staffing capacity for NUTS II Labour Offices; Decisions reached on most critical areas to be addressed in updating and refining programming and strategy documentation; Smooth functioning of implementation &amp; monitoring structures involved in Phare 2000 ESC investment support; Recommendations &amp; modifications for improvements made to</td>
<td>• EU member state experience &amp; relevant reports &amp; best practise case studies; Twinning project outputs; EC regulations (general, fund-specific); supporting documents; Vademecum, guidelines, data sheets &amp; key guidance;</td>
<td>• Support from central &amp; regional authorities involved in consolidating sector and regional development policies &amp; strategies; • Organisations committed to cooperating in public interest partnership; • Efficient prog. management; • Timely submission of reports, &amp; relevant recommendations,</td>
</tr>
</tbody>
</table>
monitoring system on testing;

• Smooth establishment of new monitoring & management committees & advisory bodies in regions, & transition of RMMCs and SMMCs to correspond to new regional structure;
• Role of MIT agencies, RDAs and regional-specific bodies in pre- & post-accession periods enhanced and identified people acting as ‘Project Officers’;
• Public-private cooperation; dialogue on partnership on regional development;
• Existing legal framework reviewed;

• Progress & final reports from ESC and SPP projects;
• Reports & statistics from other organisations & municipal authorities;
• OMAS reports; audit findings; other assessments & evaluations on SPP ESC projects;

Risks

• Know-how not systematically transferred from specialised regional agencies to project promoters;
• Information not effectively transferred through given structures; monitoring mechanisms not properly functioning;

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions &amp; Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Functioning monitoring system for Phare, ESC, SFs/CF;</td>
<td>• Priorities, measures, activities, indicators refined and updated within operational plans &amp; programmes;</td>
<td>• SPP Twinning expertise &amp; SF manuals produced;</td>
<td>• The “bottom-up” project approach, as proposed for NOP 98 and 2000 investment into pilot regions is continued;</td>
</tr>
<tr>
<td>• Capacities built up to a levels centrally and regionally to enable implementation of development strategies and operational readiness of ERDF and ESF units;</td>
<td>• Institutional structures established &amp; brought efficiently into the overall process; structures further consolidated thereon;</td>
<td>• SPP Twinning workshops &amp; training for project promoters;</td>
<td>• Roles and capacities of regional agencies clearly distinguished and enhanced;</td>
</tr>
<tr>
<td>• Implementation agency and compatible structures created under one umbrella for channelling support to the industrial sector</td>
<td>• Existing documentation updated and refined to a state acceptable for discussion on draft CSF, led by NPC-ESC, RMMCs and SMMCs.</td>
<td>• Monitoring &amp; assessment reports;</td>
<td>• Structures in place to be applied under Phare 2001 &amp; 2002;</td>
</tr>
<tr>
<td>• Programming and strategy documentation updated and ready for implementation and/or negotiation; National Action Plan for Employment drafted for specific budgetary years; Industry support schemes ready to use;</td>
<td>• Enhanced knowledge &amp; practice on regional level of partnership-based mechanisms; No. of workshops among regional project promoters for achieving reg. Dev. priorities &amp; objectives;</td>
<td>• TA progress reports;</td>
<td>• Schemes designed which can be used for implementation in 2001 and 2002;</td>
</tr>
<tr>
<td>• Detailed desk instruction manuals on ESF and ERDF for central (&amp; regional) units and monitoring committees;</td>
<td>• No., quality &amp; relevance of project raising among project promoters;</td>
<td>• EC regulations (general, fund-specific); supporting documents; Vademecum, guidelines, data sheets &amp; key guidance.</td>
<td>• Sufficient number of projects raised through model project method with promoters and specialised agencies.</td>
</tr>
<tr>
<td>• Timetabled strategies approved for extending pilot models to all NUTS II regions;</td>
<td>• No., quality &amp; relevance of schemes designed; interlinkage between SOP schemes &amp; projects funded by Czech state budget;</td>
<td>• Regional institutions &amp; organisations involved in preparation for SFs &amp; CF;</td>
<td></td>
</tr>
<tr>
<td>• Industrial support mechanisms designed; model projects designed for support in 2001-2002: capacity of project raising enhanced in specialised regional agencies and project promoters.</td>
<td>• Key staff trained in specialised areas;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Capacity of public interest bodies to design &amp; administer schemes enhanced;</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Inputs | |
| a) 3 LT PAAs and 3 secretaries/assistants – 18 months; b) 15 months of short-term expertise; c) Logistics; d) Up to 20 internships for staff of central and regional bodies and institutions in equivalent institutions in Member States | | |
### Detailed Implementation Chart for the Project:

#### Annex 2

<table>
<thead>
<tr>
<th>Detailed Project Implementation</th>
<th>Year</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tender process</td>
<td></td>
<td>⊗</td>
<td>⊗</td>
<td>⊗</td>
<td>⊗</td>
</tr>
<tr>
<td>Project Activities</td>
<td></td>
<td>⊗</td>
<td>⊗</td>
<td>⊗</td>
<td>⊗</td>
</tr>
<tr>
<td>End of Project Activity</td>
<td></td>
<td>⊗</td>
<td>⊗</td>
<td>⊗</td>
<td>⊗</td>
</tr>
</tbody>
</table>

**Key:**

- ☐ Tender Process
- ☐ Project Activity
- ☐ End of Project Activity
## Cumulative Contracting and Disbursement Schedule for the Project (M€)  

### Annex 3

### Cumulative Quarterly Contracting Schedule (M€)

<table>
<thead>
<tr>
<th>Project</th>
<th>4Q/00</th>
<th>1Q/01</th>
<th>2Q/01</th>
<th>3Q/01</th>
<th>4Q/01</th>
<th>1Q/02</th>
<th>2Q/02</th>
<th>3Q/02</th>
<th>4Q/02</th>
<th>1Q/03</th>
<th>2Q/03</th>
<th>3Q/03</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidation of the national development strategy</td>
<td>1.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.5</td>
</tr>
</tbody>
</table>

### Cumulative Quarterly Disbursement Schedule (M€)

<table>
<thead>
<tr>
<th>Project</th>
<th>4Q/00</th>
<th>1Q/01</th>
<th>2Q/01</th>
<th>3Q/01</th>
<th>4Q/01</th>
<th>1Q/02</th>
<th>2Q/02</th>
<th>3Q/02</th>
<th>4Q/02</th>
<th>1Q/03</th>
<th>2Q/03</th>
<th>3Q/03</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidation of the national development strategy</td>
<td>0.06</td>
<td>0.2</td>
<td>0.8</td>
<td>1.1</td>
<td>1.36</td>
<td>1.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.5</td>
</tr>
</tbody>
</table>