STANDARD SUMMARY PROJECT FICHE

1. Basic Information

1.1 Désirée Number: 2002/000-315.01.03
1.2 Title: Project Generation Facility
1.3 Sector: Economic and social cohesion
1.4 Location: Hungary, all regions

2. Objectives

2.1 Overall Objective(s):

Ensure adequate absorption and maximise impact of EU Structural Funds upon Accession

2.2 Project purpose:

2.3 Within the future programming structure, a pipeline of high quality projects for possible ERDF and ESF co-financing ready for funding

2.4 Accession Partnership and NPAA Priority


- National Programme on the Adoption of the Acquis (NPAA), 2001 – Chapter 5.1 on Regional Policy and Cohesion and 5.2 on Employment and Social Affairs

2.5 Contribution to National Development Plan

The project will complement the elaboration of the National Development Plan and ensure that an adequate pipeline of proposals exists to translate the strategic orientation of the NDP into concrete action. This will greatly facilitate the implementation of the NDP through the OPs financed by ESF and ERDF (OPRD, HROP, IOP and ECOP) at both the central level and the levels of the regions.

2.6 Cross Border Impact

Not applicable.
3. Description

3.1 Background and justification:

In Hungary, there is an abundance of project ideas. Yet, the absorption of Community assistance has often been constrained by a lack of professionally prepared project proposals that could be taken up for rapid implementation.

The quality of a project proposal can be judged from two perspectives:

1) To what extent does the proposal reflect the agreed strategic orientations of the Community Support Framework and the relevant Operational Programme (ECOP, HROP, OPRD and IOP)? - A project may eventually qualify for ESF/ERDF funding only if it is in line with these orientations

2) Is the proposal mature enough and is the preparation well documented in a complete project application? - A project can be assessed for funding only if all necessary preparations have been completed and if the resulting documentation is ready for inspection by the funding authorities.

PHARE support in the framework of the present project will be used to develop eligible project ideas into complete project proposals for subsequent funding decisions.

Projects eligible for Structural Funds assistance funding differ widely in nature as does the nature of support for project preparations that the potential beneficiaries need (this is reflected in the widely-varying priorities and their related measures set out in each OP).

Major transport and environmental infrastructure projects will be funded via the Cohesion Fund (expected to cover 1/3 of the structural instruments allocation). The ERDF will also be able to co-finance transport and environmental as well as other kind of infrastructure (e.g. in the areas of education, telecommunications and energy). Support for preparation of future Cohesion Funds projects will be provided under ISPA. The Project Generation Facility should provide assistance in the preparation of infrastructure projects eligible for funding under the ERDF. It is expected that this assistance will take the form of technical studies ranging from feasibility to technical design and to environmental impact assessment. However, as these projects do not substantially differ from similar projects funded under Pre-Accession Assistance or Government budget it is expected that potential final beneficiaries have a relatively clear idea of the status of preparations of the proposal and the type of technical input needed.

ERDF can also support other type of actions, focusing on improving the productive environment and promoting the introduction of new technologies and innovation, or aiming at the development of the endogenous potential by measures which encourage and support local development and employment initiatives and the activities of SMEs, with which potential final beneficiaries are not yet fully familiar. Some groundwork is being done on generating similar projects (see RPP above). Assistance to the preparation of this type of projects should start earlier on in the process and is also of a different nature. It might be necessary that support is provided for the initial project design including, when relevant the preparation of the "partnership" which in a
number of cases will be the project final beneficiary. In terms of Aid schemes support will be needed in ensuring compatibility with Community policies (e.g. State Aids). Assistance for this type of projects should provide a broader menu of options which also includes in country presentation of case studies and the creation of project preparations partnerships with relevant organisations in the Member States that have successfully designed and implemented similar projects.

Eligibility rules under ESF are different and ESF projects are particularly complex. Little expertise exists among the potential final beneficiaries on how this type of projects will have to be designed. The type of project preparation assistance to be envisaged should cover a relatively wide menu of options (in this context, it is particularly important that the potential beneficiaries are made aware of the widely-varying types of ESF-cofinanced projects which are incorporated in Operational Programmes/SPDs across the existing Member States).

Under previous PHARE programmes a number of initiatives was launched to support the preparation of fundable project proposals. Some of these had elements aimed at building up a sustainable capacity for project generation. Nevertheless, none of these initiatives focused on the prospective final beneficiaries of the Structural Funds-financed OPs and none of them had sufficient resources to make sufficient impact in terms of generating a project pipeline able to fully absorb community assistance after accession.

The present proposal aims at filling this gap. Support will target the potential final beneficiaries of the Structural Funds-financed Operational Programmes, and will result in a reservoir of “ready-for-funding” project applications large enough to enable Hungary to efficiently use a substantial part of the ERDF and ESF funds available in the period between 2004 and 2006. In all cases, assistance will lead to a project dossier that contains all elements necessary for a positive funding decision by the Managing Authority, and the implementation of the public procurement procedures needed for the completion of the project.

At the same time, participation in the present project does not guarantee a positive funding decision for any of the project ideas or beneficiaries supported.

3.2 Linked activities:

Both multilateral and bilateral funding have been provided to set up a system of assistance for potential project beneficiaries in project preparation.

Considering only the most recent cases, the PHARE 1998 Special Preparatory Programme for the Structural Funds (SPP I) provided SF management training to government officials. In the final report of the project the following follow up actions are proposed:

1) Dissemination of information;
2) Training programmes for the potential beneficiaries to be organised when the outline content of the operational programmes is known;
3) Set up an ad hoc inter-ministerial working group;
4) Enhance the role of the regions.
Consequently, the PHARE 2000 Regional Preparatory Programme (HU0008-01) is preparing and training staff of institutions related to regional development in all matters concerning the management of regional programmes that will be funded by the future Structural Funds. Component C.4 of the Twinning Covenant of the programme defines the tasks of acquainting Regional Development Councils, Regional Development Agencies, local agencies and other technical and administrative bodies with the methods of identifying quality project ideas and building up a project pipeline.

This will form the basis for the development of a Project Assessment and Development Facility (PADF) that will be established with support from the service component of PHARE 2001 project Completing Preparations for future Management of EU Structural and Cohesion Funds (HU0105-01). This project will concern the establishment of a network of trained local partners, supported by a set of IT tools (electronic aids to develop, collect and process applications and information on on-going projects), along with access to TA resources.

The project HU0105-01 Completing preparations for Structural Funds, due to start in summer 2002, looks at the issue of project generation from different angles.

As far as the Managing Authorities are concerned, the project will provide training to the MA staff in topics as programme cycle/strategic planning, project design, the generation of the project pipeline, project selection, state aids, tendering, contracting, indicators, monitoring, evaluation, publicity, partnership etc.

But the project will also aim at establishing a project pipeline for the various operational programmes. This task should be facilitated by creating "a system that assists the intermediate bodies in developing a project pipeline". The Intermediate body will receive support to:

- identify and analyse the characteristics of target groups for the Operational Programmes and the preparation of an action plan for assisting the final beneficiaries in project development;

- develop procedural guidance to assist in project promotion work and the application process with the implementing agencies and where necessary advice on elements that affect their business planning and co-financing.

The Dutch Matra Programme will provide training to potential project promoters at county, micro regional and local levels in subjects as project design, budget planning, project management, partnership networks, best practices, reconciliation in order to enhance partnership management skills. The activities to be carried out in the Matra Programme were selected in a way to avoid overlap with the PGF.

A number of other relevant activities have been implemented in order to support ESF type actions.

In the framework of a Danish-Hungarian bilateral training programme in the co-operation of a Danish regional development agency and Tempus Public Foundation, Hungary 110 Hungarian
experts and trainers from the public sector could participate in a practice-oriented training pro-
gramme in Hungary on ESF related issues with the use of best practice Danish regional projects.Nearly 30 experts from the central and regional institutions could also participate in a study tour and traineeship in Denmark. A practical guide, which can be used in further training programmes has also been published in English and Hungarian on Project Management with case studies.

The target groups and beneficiaries of the European Community Programmes (Socrates and Leonardo) have received basic information on Structural Funds/ESF, Hungarian preparatory activities (such as ESF-type PHARE projects, institution building etc) since 1999 in the form of conferences, workshops and written information material.

The Ministries concerned with HRD issues (education-training, employment policy, social issues, etc) have organised special training sessions to their sectoral institutions on basic SF/ESF issues as well as PCM, etc.

In summary, considerable work has been done – or is under way - to build up project development capacities in Hungary. Yet, no instrument exists or is planned that could provide direct support to the potential final beneficiaries under the Structural Funds for the elaboration of their project proposals.

The Project Generation Facility proposed with the present project will fill this gap.

Furthermore, it is designed in a way that builds on the various precursor projects, and will involve potential final beneficiaries identified under preparatory programmes or those emerging from the ongoing Structural Funds programming process.

3.3 Results

Project applications with full technical and procurement documentation completed for large number of projects eligible for SF funding between 2004-2006

3.4 Activities:

The Project Generation Facility will support potential final beneficiaries of the Structural Funds whose projects can be financed by the ERDF or the ESF through one of the Operational Programmes implementing the Community Support Framework (Human Resources (HROP), Regional Development (OPRD), Infrastructure (IOP) or Economic Competitiveness (ECOP)).

The project generation facility will be implemented through three phases. The first phase (1) concerns the preparation phase which is financed by national sources and assisted by the RPP twinning and the HU/2001/SPP/01 twinning project. This phase ensures that project ideas to be elaborated under the 2nd phase are available by providing sufficient and appropriate information for the potential final beneficiaries.
The *project elaboration phase (2)* is co-financed under the PGF PHARE sources in the form of two service contracts. In the project elaboration phase the contractor provides services for the elaboration of previously selected project ideas. The project elaboration phase will include two components providing services for ERDF and ESF type projects respectively.

The *quality control phase (3)* is financed from the PGF PHARE resources in the form of two service contracts. Under this phase the project documents elaborated under the second phase will undergo a quality check. Payment of the services provided under the second phase will be conditional upon a positive decision of the relevant Hungarian authority on the basis of the quality check.

Special attention will be paid to provide assistance for the elaboration of project proposals of municipalities, associations of municipalities and NGOs, which often lack funding and experience.

Keeping absorption capacity in the focus, it is essential to have a register of the potential final beneficiaries and the project proposals for each OP. It will be ensured, that the project proposals to be elaborated in the framework of this project will be registered in an appropriate database. The database will be also harmonised with the IT tools provided in the project HU0105-01 Completing preparations for Structural Funds.

### 3.4.1 Preparatory and information campaign

An information campaign will be organised by the Managing Authorities, involving the NUTS-II Regional Development Agencies (RDAs) and other relevant institutions (e.g. in the area of enterprise promotion the Chambers of Commerce and Industry and Local Enterprise Agencies, or the county-level Labour Centres in the area of human resources) with the participation of RPP twinning and SPP twinning experts, financed from Hungarian resources for potential beneficiaries in the regions in order to familiarise them with the possibilities offered by the PGF and the Structural Funds. The information campaign will include the organisation of information days, regional seminars as well as the preparation of information leaflets covering the following fields:

- Strategies set by the National Development Plan/Community Support Framework
- Proposed content of the Sectoral Operational Programmes and the Regional Operational Programme
- Implementation mechanism of the Operational Programmes
- Relevant aspects of ERDF and ESF regulations
- Possibilities offered to potential final beneficiaries, including the PGF and other project-generation instruments
- Best practices, types of ERDF and ESF projects, case studies from Hungary and EU Member States.
During the information activities, attention will be drawn to combine assistance from ESF and ERDF, and the possible synergies that occur from complex project ideas.

The information campaign will be the initial phase of the programme but will not end when the first set of project ideas for elaboration are selected. The activities under this phase will be carried out continuously by the Managing Authorities in order to ensure a steady supply of project proposals even at a later stage (e.g. 2005-06).

The overall co-ordination of the information campaign will be provided by the Office of the National Development Plan and EU-support.

3.4.2 Elaboration of ESF-type project proposals

*Project elaboration* Assistance to elaborate ESF-type projects will be implemented through an international service contract.

In the context of project preparation the following activities can be supported on the basis of identified needs:

1) Partnership building activities aiming at the improvement and facilitation of co-operation among the members of a project consortium
2) Project preparation workshops with the assistance of local experts within the framework of the draft HROP and OPRD Programme Complements
3) Assessment of the project proposals and feedback to the potential final beneficiaries in the framework of evaluation seminars
4) Project preparations partnerships with local and regional actors from the Member States (which allow potential SF beneficiaries to develop a project idea in close association with a partner from a Member State, including the creation of partnerships and the organisation of study tours)
5) Preparation of studies required for the identification, design and justification of the project (e.g. demand analysis, economic feasibility and budget analysis, ex-ante evaluation etc.)
6) Final design of Aid schemes and their implementation procedures;
7) Preparation of public procurement documentation if necessary for project implementation.
As the OPRD will combine ERDF and ESF-funding, the exploitation of possible synergies within the OP will be encouraged.

For each project supported, the final objective of the assistance provided will be no less than the full elaboration of all documentation required for a funding decision and – provided the decision is positive – immediate implementation.

Projects to be supported will be selected on the basis of their relevance to the programming documents. They will be selected through an open and competitive procedure that will be organised by the relevant Managing Authorities with the involvement of sectoral and regional partners.

Besides assistance to the elaboration of the selected individual projects assistance will be provided to aid-schemes already included in the programming complement as a "(sub-) measure".

It is expected that services will be delivered by consortium, selected through an international tender. The consortium should include member state partners and Hungarian partners with proven experience in project generation of projects eligible for ESF funding. All trainings will be implemented in Hungarian, all information materials and the main project documentation must be made available in the Hungarian language. The involvement of a sufficient number of local experts should ensure that upon completion of the project a number of local consultants will have active experience in SF-related consultancy work.

**Quality control**

All documentation prepared by the consultants under the first contract will undergo a quality check. The quality control will be organised under a separate contract financed from the PGF Phare resources. Companies involved in the first contract will be automatically excluded from participation in the contract for the quality control. The quality control declarations will be approved and co-signed by the relevant Managing Authority.

### 3.4.3 Elaboration of ERDF-type project proposals

**Project elaboration**

Support to the final beneficiaries of potential ERDF projects will be provided through an international service tender.

Services provided by the contractor under this contract can include the following based on identified needs:

1) **Preliminary Project Preparations:**
• Methodological support for project development and management
• In-country presentation of successful case studies
• Initial project design
• Project preparations partnerships with local and regional actors from the Member States (which allow potential SF beneficiaries to develop a project idea in close association with a partner from a Member State, including the creation of partnerships and the organisation of study tours)

During the Preliminary Project Preparations, project ideas creating synergies within OPRD (combining ESF and ERDF funding) should be encouraged.

1) Preparation of Pre-feasibility and Feasibility
   • Pre-feasibility Studies
   • Feasibility Studies (Economic and Technical)
   • Financial Plan
   • Detailed Project Design
   • Background studies and rules for the preparation of aid schemes and financial support tools.

3) Preparation of Technical Studies
   • Environmental Impact Studies
   • Technical Studies
   • Architectural and engineering design
   • Preparations of tendering documents

For each project supported, the final objective of the assistance provided will be no less than the full elaboration of all documentation required for a funding decision and – provided the decision is positive – immediate implementation. The indicative cost of the services provided to potential final beneficiaries is between 50,000 and 150,000 EUR per project.

Project ideas elaborated will contribute to the realisation of one of the ERDF-funded Operational Programmes of the NDP (ECOP, IOP, OPRD). Besides assistance to the elaboration of the selected individual projects, assistance will be provided to aid-schemes already included in the programming complement as a "(sub-)measure". These could be measures aiming to improve the productive environment, promoting the introduction of new technologies, innovation, the development of an endogenous potential for development, encouraging and supporting local development and employment initiatives, promote the activities of the SMEs, etc. The measures to be supported within the framework of this project will be selected from the relevant Operational
Programmes.

The beneficiaries of assistance will be selected on the basis of a fully open and competitive procedure organised by the relevant Managing Authorities with the involvement of sectoral and regional partners.

The winning contractor will be a consortium involving member state and local partners with proven experience with ERDF programmes and projects. Previous experience with development projects in Hungary will be an advantage. The involvement of a sufficient number of local experts should ensure that upon completion of the project a number of local consultants would have active experience in SF-related consultancy work.

Special attention will be paid to provide assistance for the elaboration of project proposals of municipalities, associations of municipalities and NGOs, which often lack funding and experience.

Quality Control

All documentation prepared by the consultants under the first contract will undergo a quality check. The quality control will be organised under a separate contract financed from the PGF Phare resources. Companies involved in the first contract will be automatically excluded from participation in the contract for the quality control. The quality control declarations will be approved and co-signed by the relevant Managing Authority.

3.5 Lessons Learned

The previous Phare project closest to the present one was the “Project Preparation Facility” (PPF) under Phare 1999. The PPF was aimed at preparing projects for funding under the Phare Economic and Social Cohesion component. The available budget was not fully utilised. While it resulted in the elaboration of a number of successful Phare projects, insufficient time was allowed between the identification of projects to be supported, and their proposed implementation. The present support comes much earlier in the project cycle and focus on projects that will be supported in 2004 and after. The project will not try to respond to short-term needs. On the contrary it will enable managing authorities to promote the preparation of new projects ideas which might result in positive funding decisions.

4. Institutional Framework

A Steering Committee will be set up for both components (ESF and ERDF), headed by the CSF Managing Authority and including the representatives of the OP’s Managing Authorities. The SC will also include a representative of the Implementing Agency (CFCU) and the contractor. The EC Delegation will participate at the Committee as an observer.
The Steering Committee is responsible for the overall co-ordination of the project selection process and to ensure that projects approved for assistance are eligible under SF. In case of horizontal or integrated project proposals the Steering Committee will ensure that the synergy effect of the project proposals will be taken into account during the selection process.

The Office of the National Development Plan and EU support will provide the secretariat to the Steering Committee. In this capacity they will also be responsible, in cooperation with the MAs to ensure the harmonisation of the published “call for ideas” and the time management in order to ensure that the “call for ideas” are published at the same time.

The Terms of Reference for the selection of the two service contractors will be prepared under the responsibility of the Office of the National Development Plan and EU-support. In that context the Office will work closely with the relevant Managing Authorities. The TORs will be approved by the Steering Committee.

4.1. Project selection

Following the information campaign, a call for ideas covering ESF and ERDF type projects will be launched for the selection of project ideas to be elaborated under the PGF. Potential beneficiaries are project holders with project ideas eligible for SF funding at different stages of the project elaboration. The selection criteria will be pre-defined and published along with the call for ideas to secure transparency of the process. The Delegation of the European Commission will receive for information the English translation of the call for proposals including the selection criteria.

The Managing Authorities (with the assistance of RDAs in the Regions) are responsible for the management of the selection process, including the elaboration and publication of the call for proposals, the formal and professional assessment of the applications. In course of the assessment, the MAs will consider the coherence of the project idea with the draft OPs and programming complements, preparedness of elaboration etc.

The project ideas submitted should already include an indication of the assistance required for the finalisation of the project. After the selection of the project ideas, the potential final beneficiaries define their needs in detail concerning the elaboration of their project ideas in the form of a Terms of Reference to be approved by the relevant Managing Authority.

Completion and reporting (relevant both for ERDF and ESF contracts):

The contractor prepares
• a proposal in the form of an inception report (based on the project ToRs) for the services to be provided throughout the elaboration of the project proposal
• the interim and final program report to be accepted by the Steering Committee
• the inception and final project reports

The following document will be adopted under the responsibility of the relevant Managing Authority with the involvement of the Intermediate Bodies:
• the ToRs submitted by the potential final beneficiaries for the services
• the Inception Project Report submitted by the contractor after consultation with the potential final beneficiaries and the RDAs.
• the final project reports submitted by the contractor after consultation with the potential final beneficiaries and the RDAs
• The quality control declarations
• all documents prepared for the projects by the contractor after passing the quality control.

The relevant Managing Authorities propose the following documents for the approval of the Steering Committee:
• the final list of project ideas to be elaborated
• the inception, interim and the final programme reports submitted by the contractor

The Steering Committee adopts
• the final list of project ideas to be elaborated
• the inception, interim and the final programme reports submitted by the contractor
5. Detailed Budget

<table>
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<tr>
<th>Component</th>
<th>Phare Support</th>
<th>Total Phare (=I+IB)</th>
<th>National Co-financing*</th>
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The project will be jointly co-financed between PHARE and Government resources. The PHARE amount is binding as a maximum amount available for the project. The ratio between the PHARE and national amount is also binding and has to be applied to the "final contract price".

6. Implementation Arrangements

6.1 Implementing Agency

**PAO:** Ms. Judit Rózsa, Director of CFCU  
**Address:** Deák Ferenc u. 5. H-1052 Budapest  
**Telephone:** (+361) 327-3652  
**Fax:** (+361) 327-3572  
**e-mail:** cfcu@sd.hu

**SPO** Mr Péter Heil, Head of the CSF Managing Authority
6.2 Twinning:

Not applicable.

6.3 Non-standard Aspects:

The Practical Guide will strictly be followed. The project is planned to be continued under PHARE 2003. Subject to performance, there is an intention to conclude new contracts with the contractors of this project – by negotiated procedure – using PHARE 2003 resources.

6.4 Contracts

The programme shall be implemented through four international service tenders, (See Budget and Implementation Schedule for details.) with four contracts.

7. Implementation Schedule

7.1 Start of tendering: October 2002
7.2 Start of project activity: June 2003
7.3 Project Completion: Sept 2005

8. Equal Opportunity

While supporting the preparations of proposals for Structural Funds funding the project will ensure that "Gender aspects" are adequately taken into account in project design.

9. Environment

While supporting the preparations of proposals for Structural Funds funding the project will ensure that "Sustainable Development aspects" are adequately considered. In addition under project funding will also cover the appropriate Environmental studies for future infrastructure investment under Structural Funds.

10. Rates of return

Not applicable.

11. Investment criteria: n.a.

12. Conditionality and sequencing
- The proposed content of the Sectoral and Regional OPs including the draft list of measures will be defined by October 2002,

- The start of the information campaign with the full support of the Managing Authorities and the RPP and the HU/2001/SPP/01 project. (October 2002-January 2003)

- Hungarian co-financing is available in the national budget.

- The members of the Steering Committee are nominated and ready to participate in the proposed Steering Committee (Summer 2002).

- MAs participate in the project selection (January to April 2003).

- The two consortia to provide services in the framework of the PGF will be contracted by June 2003, by the time the Steering Committee has approved the final list of project ideas to receive services (May 2003)

- Project applications with full technical and procurement documentation ready for ESF and ERDF funding before the end of the programming period 2004-06.
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)
4. Reference to feasibility studies
<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Indicators of Achievement</th>
<th>Source of Information</th>
<th>Assumptions and Risks</th>
</tr>
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<tbody>
<tr>
<td>Ensure adequate absorption and maximise impact of EU Structural Funds upon Accession</td>
<td>NDP targets achieved</td>
<td>MAs managing OPs funded from ESF and ERDF, CSF Managing Authority, Monitoring Committee reports</td>
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<tr>
<td>Project Purpose</td>
<td>Indicators of Achievement</td>
<td>Source of Information</td>
<td>Assumptions and Risks</td>
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<tr>
<td>Within the future programming structure, a pipeline of high quality projects for possible ERDF and ESF co-financing ready for funding</td>
<td>Commitment targets of CSF and OPs for end 2004, 2005 and 2006 achieved</td>
<td>Reports prepared by the institutions responsible for the future implementation of OPs funded by ESF and ERDF and CSF MA</td>
<td>Implementation structures for ESF/ERDF-type projects function well</td>
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<tr>
<td>Results</td>
<td>Indicators of Achievement</td>
<td>Source of Information</td>
<td>Assumptions and Risks</td>
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<tr>
<td>Project applications with full technical and procurement documentation completed for large number of projects eligible for SF funding between 2004-2006</td>
<td>140-160 project proposals for ERDF funding fully ready for submission</td>
<td>Programme documentation</td>
<td>Continued commitment of stakeholders to project ideas</td>
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<td>8-12 large ESF projects (schemes) prepared</td>
<td>Reports prepared by the IA and the SPO.</td>
<td>Projects selected remain in line with the requirements of the final version of NDP and OPs</td>
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<td>500-800 potential ESF project proposals prepared all by the end of the programming period 2004-2006</td>
<td>Quality control declarations</td>
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<tr>
<td>Activities</td>
<td>Means</td>
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<td>for ERDF-funded measures – elaboration of feasibility studies, technical and environmental documentation, cost-benefit analyses, tendering and contracting documentation, design of aid schemes included in the programming complement as (sub)measures</td>
<td>Four international service contracts</td>
<td>Efficient co-operation among the stakeholder ministries and the future Managing Authorities (within the Steering Committee).</td>
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<td>Good-quality management of the Project Generation Facility ensured</td>
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- Managing Authorities nominated and able to participate in project selection
- Advanced stage of NDP design, OP measure structures available and published at least in draft form by the time of inviting applications, proposed measure content (objectives, eligibility, etc.) and potential final beneficiaries identified
- Information campaign carried out to inform potential final beneficiaries
- Selection of beneficiaries / project proposals receiving funding for project preparation carried out on the basis of national call for proposals
ANNEX 2

DETAILED IMPLEMENTATION CHART (SEPARATE EXCEL FILE)
## ANNEX 3

### CONTRACTING AND DISBURSEMENT SCHEDULE*

(€ Million)

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* Only PHARE contribution
ANNEX 4

REFERENCE TO FEASIBILITY STUDIES
