1. Basic information
1.1. Désirée Number: PL0003.07
1.2. Title: National SME Development
1.3. Sector: Private sector development Twinning code: PL2000/IB/EC01
1.4. Location: Poland

2. Objectives

2.1. Wider objective:
Reflecting the medium-term priority identified in the Accession Partnership, the wider objective of the project is to strengthen Polish public institutional structures and human resources involved in the creation and implementation of policy instruments aimed at improving the competitiveness of the SME sector in Poland.

The wider objective will be achieved mainly through actions aimed at a conducive legal and commercial environment (coherent SME policy, simplified legislation and administrative procedures, access to banking financing), SME market access readiness and competitiveness, increased skill levels among SME owners, managers and staff in areas undergoing important economic restructuring processes (rural areas, eastern border regions, old industrial areas).

2.2. Immediate objectives:
The immediate objectives of the project result directly from the priorities identified in the NPAA, and further refined in two supporting strategic documents – the Preliminary NDP and Government Policy Guidelines for SME until 2002 - and include:

• in the area of the development of the SME policy - the creation of the dedicated national SME development institution (Polish Agency for Entrepreneurship Development) and selected financial and other instruments conducive to the development of the SME sector – its competitiveness, levels of investment and internationalisation – and preparing the sector for dealing with accession driven issues and meeting norms and standards resulting from the adoption of the acquis;
• in the area of economic reform the strengthening of institutions and mechanisms with direct impact on private sector growth through the survival and development of privatised SMEs, while meeting Common European Market rules, especially in the areas of competition policy, free movement of capital, and state aids;
• in the area of regional economic development the refinement of the regulatory, institutional and infrastructural framework for SME development within the context of the goals of the Preliminary NDP and regional strategies.

These immediate objectives will be reached through:

• support to the Polish Agency for Entrepreneurship Development (SME Agency), in the process of transforming the Polish Foundation for Small and Medium Enterprise Promotion and Development (Polish SME Foundation) into the new Agency and to the Ministry of Economy (Department of Crafts, Small and Medium Enterprises);
• human resources and organisational development for the regional authorities and networks of entrepreneurship and enterprise support institutions, especially in regions affected by economic restructuring processes, lagging in development and threatened with decline;
• practical introduction through the supported institutional framework of targeted best-practise SME development instruments, furthering the goals of the Preliminary NDP and Government Policy Guidelines for SMEs until 2002.

2.3. Accession Partnership and NPAA Priority
The review and upgrading of national policy aimed at improving the competitiveness of the Polish economy, especially in respect to the SME sector, is a priority both in the AP and in the NPAA. Furthermore, as a horizontal project, it will have an impact on a number of short term and medium term AP priorities. The SME related policy and regulatory input will affect the results achieved in areas as privatisation, competition (state aids law), employment, intellectual and industrial property, environment protection and modernisation of agriculture related industries.

3. Description
3.1. Background and justification:
The further development of the SME sector and entrepreneurship will be an important element of the way in which economic and social cohesion will develop in Poland in the coming years. As SMEs play an increasingly important role in the economy – in employment, GDP, growth – the policy and institutional framework still requires additional input and development.

The Polish Government has recently adopted the second national policy towards the sector (Government Policy Guidelines for SMEs until 2002). The Business Activity Law has been passed at the end of 1999. Both these documents indicate the need for further development of institutional structures supporting the SME sector in its efforts to improve competitiveness, necessary in the view of Poland’s accession to the common European market. Further important legislation, directly involving the priority areas identified in the AP, is in the pipeline. This legislation will strongly affect the SME sector and therefore quality policy and regulatory level input from the Ministry of Economy, private sector business associations and the Parliamentary Committee on SMEs, is required.

This project (as well as the national export promotion project and the regional SME projects within the Phare ESC Programme) will be developed within the emerging national SME aid scheme, based on the priorities identified in the SME policy. This aid scheme – the National SME Services scheme – is currently being developed along the concept of the network of co-operating Business Support Organisations (the National SME Services Network). As a result of this Phare SME project the national scheme will be developed in view of national SME policy priorities in the form of institutionalised SME financial and other instruments.

3.2. Linked activities:
The project builds on the results achieved under several previous and ongoing Phare programmes, which have provided assistance in the creation and development of the Polish SME Foundation as a government institution responsible for the development and implementation of measures and instruments in the area of SME services, studies and analyses and policy advice, as well as a network of local and regional institutions and organisations providing information, training, advisory and financial services to Polish SMEs (National SME Services Network).

The project is related to previous Phare projects in the area of SME development:
- PL9004 SME Sector Import and Support Programme (SME SIP);
- PL9109 Private Sector Development Programme (PSD);
- PL9511 Support to Entrepreneurship in Poland (STEP I);
- PL9610 Support to Entrepreneurship in Poland II (STEP II);
- PL9111 Local Initiatives Programme (LIU);
- PL9207 STRUDER Programme.

Other programmes:
- in the SME sector – USAID funded projects in policy and SME services (GEMINI, Business Information Centre Project, FIRMA 2000, FABRYKAT 2000)
- in the area of countering unemployment - World Bank support for micro enterprise development project (TOR 10)
- in the area of regional development - the Polish-British Enterprise Development Programme (Lublin, Bialystok); World Bank projects supporting the preparation of regional development strategies (Northern Poland, Katowice); bi-lateral projects in regional (local) development; Government programme supporting a choice of measures within regional restructuring programmes in selected regions.

3.3. Results/outputs:
- Unit in the Ministry of Economy, responsible for the operationalisation of national SME policies and co-ordination of SME development actions and instruments, upgraded and operating with enhanced capabilities.
- Development of the national Agency working for the SME sector, with regional “windows” and tested instruments for national SME support.

It is planned that as a result of the input provided under this project the “long list” of standardised SME development instruments will include:
- financial instruments: SME credit guarantees (guarantee and mutual guarantee funds); micro and small business loans (non-banking sector); interest rate subsidies; social security re-financing; venture capital funding; investment grants.
• Knowledge based instruments (advisory, information and training): Business Information and Counselling Programme; Company Development Programme; Introduction to Quality Programme; Innovation and Technology for Business Development Programme; ‘Fit for Business in Europe’.
• Business development infrastructure: Business Incubators; Technology Parks.
• Upgrading of the capabilities of selected personnel representing the 16 regional authorities in programming and implementing actions for the SME sector on a regional and local scale.
• Introduction in selected locations of SME development instruments prioritised in Government policy, under standardised procedures, quality assurance and institutional co-operation.
• Upgrading of the existing networks of SME support institutions through quality assurance, service provision and training efforts.
• Linking and harmonising of instruments for the SME sector within a national SME scheme appropriate for future financing of actions under a Structural Funds approach.
• Increased number of SMEs using development opportunities for growth and job creation.

3.4. Activities:
• The project includes three components:
  1. National Institution Building: Twinning arrangement, investment package and regional “window” audit facility supporting the creation of the SME Agency and introduction of national SME development scheme.
  2. Regional Institution Building: Classical training and technical assistance targeting the regional authorities responsible for economic and SME development; and technical assistance and investment package for SME development institutions acting as “windows” for the Agency.
  3. National SME Development Instruments: Training, advisory, information and financial instruments for SMEs implemented through the Agency and its selected “windows”.

Twinning arrangement
Twinning will include guidance in the process of transformation of the Polish SME Foundation into a Government Agency, which will be responsible for SME policy related operational level activities, entrepreneurship promotion and development, and for selected actions under the planned Phare ESC programme in co-operation with the participating regions.
Under the twinning the following institution building effort will be undertaken:
• institutional development of the SME Agency for the implementation of the national SME policy;
• policy level advisory and training assistance to Ministry of Economy and Ministry of Treasury in SME policy, privatisation and institutional development, with key focus on implementing policies through SME support networks;
• development of the national SME support scheme, including SME financial and other instruments, and their implementation arrangements, and harmonisation with the requirements for future participation in Structural Funds;
• development of “Agency Action Plan” for attaining goals in implementing policies. Action Plan will be accepted by Ministry of Economy after consultation with the European Commission’s services;
• development of a detailed list of investment needs related to the implementation of the Action Plan;
• advisory and training support for the SME Agency in:
  • organisational development of the SME Agency and Regional Outreach Consulting Service; SME Training Centre; SME Information Point; Studies and Entrepreneurship Promotion Unit;
  • introduction of upgraded quality assurance systems in SME development projects and actions;
  • development of existing organisations into regional “windows”;
  • further development of standardised SME schemes;
  • upgrading of quality and certification procedures;
  • SME services and instruments development for SMEs;
  • SME monitoring, and issues identification and analyses.

Equipment (separate contract)
The planned equipment is necessary because the new SME Agency will operate with a much wider scope than the existing SME Foundation which makes adaptation of the existing facilities of the Foundation necessary.
• Adaptation of Agency premises: 1 training room for maximum of 30 trainees; 1 library; 1 business information service point (enabling direct access for clients) (to be paid by the Polish side)
• Equipment: specialised furniture for training facility, library and business information point; office equipment for training facility, library and business information/counselling point (PCs, printers); training equipment (LCD projector, flip-charts, screen, business training software; copier)
• network communication channels and products (additional software and hardware for networking with regional partners: 1 server; PCs; updates of networking software)
• Other costs:
  • business assistance databases and development of outlets;
  • SME sector monitoring tools; studies and publication costs: annual publication of the Report on the State of the SME Sector; annual publication of 10 publications on SME issues; annual publication of 4 issues of Agency newsletter (Polish and English edition).
  • costs of access to international SME partnership facilitation systems,
  • development and publication costs of Agency brochures; annual organisation costs of national SME conference and other conferences organised to promote SME issues (to be paid by the Polish side).
Classical technical assistance (separate contract)
This assistance will involve organisational development training, technical assistance and audits of networks of SME development institutions, including:
• advisory and training programme for regional authorities in SME development, including among others SME monitoring and issue identification, entrepreneurship environment creation, best-practise measures, regional institutional solutions, programming of actions, project development and management, working with local SMEs in joint public/private sector initiatives.
• advisory and training support for selected existing members of networks of business support organisations, which require upgrading to SME Agency “window” status for the provision of targeted national level SME assistance schemes in line with national policy;
• work with banking sector on transfer of SME lending; international best practise for selected banks, including series of workshops in developing SME friendly banking products, development of manual describing best practise simplified SME credit evaluation procedures; implemented in close co-operation with, and including promotion for the approach developed under the Phare funded horizontal SME facility.
The input will concentrate on:
• upgrading of the capabilities and capacities of professionals representing regional authorities in programming and managing regional level SME support initiatives, at policy, programme and project levels;
• extension of institutional and individual consultants’ certification and quality control;
• standardisation of services and institution development in areas related to business information provision, business counselling and training;
• development of a “blueprint” for introduction in future Phare projects of international and national best-practise regional SME bank guarantee schemes;
• support in the development of selected instruments including regional credit guarantee funds;
• extension and best-practise dissemination of simplified bank credit procedures for SMEs, including studies and analyses on SME bank financing access and needs, workshops for selected bank staff in developing SME friendly banking products, best practise manual;
Three programmes will be provided to SMEs through the Agency and its selected “windows”:
• “Introduction to Quality” - quality development support for SMEs introducing and certifying ISO 9000 standards, TQM requirements of business partners and other quality assurance processes and systems; grants will cover up to 60% of the costs with a maximum grant of 7,000 euro.
• The “Innovation and Technology for Business Development” scheme will provide for consulting and training packages for selected SMEs in the process of updating their products, machinery, equipment, hardware and software. The programme includes the co-financing of consulting costs related to the introduction of strategic planning and company development plans based on new technology and innovations. Grants will cover up to 60% of the costs covering an average 5 man-day strategic expert and 5 man-day sectoral/technological expert support package.
• “Fit for Business in Europe” will contain training packages for recently privatised SMEs with worker co-ownership, providing assistance in business development and sustained business growth (marketing and market development, management, HRD and staff training, product design
and development, internal financing and accounting, quality assurance, strategic planning, export
development and planning, new technologies, production management).

SMEs benefiting from the schemes will be identified through an open and public procedure on a
regional basis, with full transparency and specific measures for ensuring the visibility of the EU and
Polish public funding of the supports.

All SME services will be provided in line with the services accreditation and certification systems of
the National SME Services scheme, as further developed under the terms of this project and auspices
of the national Agency. The SME Agency will be responsible for the full implementation of the
quality assurance mechanisms.

All project activities will be implemented with the use of the project impact assessment guidelines
developed by the Polish SME Foundation. These will include comparative benchmarking analyses of
beneficiaries and non-beneficiaries, in order to gather statistically significant data for future
programming exercises.

The regional “windows” audit will take place with respect to the regional organisations which have
been proposed by the regional authorities as the regional SME and export development projects
implementors (Regional Financing Institutions). This will include audits of the organisations referred
to in the SME project fiches of the Warminsko-Mazurskie, Podlaskie, Lubelskie and Podkarpackie
voivodships. The independent audits will take place on the basis of detailed Terms of Reference,
developed in consultation with the NAO, and include a thorough analyses of the institutional
capability and systems, professionalism of staff, procedures, accountability and all other aspects with
impact on the implementation of the project and participation in the national SME and export scheme.

4. Institutional framework

Overall supervision of the project rests with the Ministry of Economy. The project will be
implemented through the Polish SME Foundation and, once created, the national SME Agency.

At the national level, the beneficiary of the twinning will be the Polish Agency for Entrepreneurship
Development, the Ministry of Economy, and the Ministry of Treasury (in selected issues). The
beneficiary of the investment support will be the Polish Agency for Entrepreneurship Development.

At the regional level the beneficiaries of the project will include representatives of the 16 regional
authorities responsible for SME development issues in their regions and the selected regional SME
development institutions, enabling them to properly fulfil the “window” functions.

Investment type support will be granted to SMEs, co-financing the costs of specific services provided
to eligible SMEs through certified regional “windows” co-operating with the national Agency. The
grants will be transferred on the basis of individual grant agreements with SMEs, upon production of
relevant documentation confirming the provision of a given service and financing of the agreed part
of its cost by the SME client.

Regional “windows” for the SME development schemes will be selected from among existing
organisations involved in SME development at the regional level, primarily through the networks of
existing institutions supported under previous Phare programmes, and grouped under the National
SME Services Network. The “windows” will be identified through appropriate procedures involving
quality assessment and regional needs; the achievement of a good regional spread (16 regions) will be
targeted, as well as an extended coverage in the selected priority regions included in the Phare ESC
Programme. This will be done in a joint effort with the regional authorities.

The national Agency will be responsible for selecting the regional “windows” along two basic
procedures:
• on a open competitive (tender) basis, in close consultation with the regional authorities;
• in regions included in the Phare ESC Programme the regional authorities may select appropriate
organisations for this role, being the same organisations as selected for implementation of the
regional Phare 2000 projects, as is the case of the Warminsko-Mazurskie, Podlaskie, Lubelskie
and Podkarpackie voivodships; these organisations, before accreditation to the national SME
development scheme as the regional “windows” and to the regional scheme, will be audited by an
independent auditor under the terms as developed within this national SME project.

In the case of the Warminsko-Mazurskie, Podlaskie, Lubelskie and Podkarpackie voivodships these
organisations have been identified in the relevant project fiches of the Phare 2000 ESC Programme;
Slaskie voivodship is planning to select this institution through an open competitive tender procedure.
In this way it is foreseen that in the regions in which the Phare ESC Programme will co-finance regional SME and SME export development projects, the same regional institutions will be used to provide the different supports – regional and national.

### 5. Detailed Budget

<table>
<thead>
<tr>
<th>Contract</th>
<th>Investment</th>
<th>Institution</th>
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<th>Poland</th>
<th>IFI</th>
<th>TOTAL</th>
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<td>Contract 9 Grants</td>
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<td>3.0</td>
<td>1.0**</td>
<td>2.67***</td>
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<td><strong>Total</strong></td>
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<td><strong>2.5</strong></td>
<td><strong>6.0</strong></td>
<td><strong>1.53</strong></td>
<td><strong>10.2</strong></td>
<td></td>
</tr>
</tbody>
</table>

The Polish co-financing relates to the costs foreseen under the twinning covenant as national financing, and to the project implementation and operational costs which will be borne by the Agency.

**Public sector - 100% Government, including operational costs

***Private sector (participating SMEs)

The Polish authorities have assured that the Government cofinancing is available either through the reserve budget foreseen specifically by the Ministry of Finance for this purpose each year, or directly through the budget of the relevant Ministry. Part of the cofinancing will come from the private sector as indicated above.

### 6. Implementation arrangements

#### 6.1. Implementing Agency:

**PAO:** P. Samecki, Undersecretary of State at the Office of the Committee for European Integration

Al. Ujazdowskie 9, Warsaw. Tel.: 4822 694 75 42, 4822 694 7195, 4822 694 6064. FAX: 4822 694 7194, 4822 625 0380. **CFCU:** Foundation “Cooperation Fund”, 6/12 Nowy Świat St., 00-400 Warsaw. The CFCU is responsible for handling tendering, contracting and payments of contracts on behalf of the Ministry of Economy which itself shall be responsible for preparing projects and managing their technical implementation.

The project will be implemented under the supervision of the Ministry of Economy.

Phare DIS will be followed by the CFCU for contracting the technical assistance and for equipment supplies. The Polish Agency for Entrepreneurship Development will implement the SME services.

#### 6.2. Twinning:

At the national level, the beneficiary of the twinning will be the Polish Agency for Entrepreneurship Development, the Ministry of Economy, and the Ministry of Treasury.

The twinning will involve the following estimated levels of input:

- 150 man-days of twinning support and assistance to establishment of SME Agency, and to Ministry of Economy and Ministry of Treasury, by Project leader level expert;
- 12 man-months of training and advisory assistance under twinning arrangement to SME Agency, Ministry of Economy and Ministry of Treasury by Pre-Accession Advisor;
- 40 man-days of project co-ordinator level assistance to SME Agency under twinning arrangement;
- 450 man-days of short term experts working through twinning arrangement with SME Agency and selected regional “windows”.

This assistance package will concentrate on developing the national SME policy in order to further address the issues involved in SME sector competitiveness and EU accession; advisory and training assistance to the Ministries in SME policy and institutional development, advisory and training support for the SME Agency in organisational development, development of existing networks into regional “windows”, upgrading of quality and certification procedures, service and instruments development for SMEs; advisory and training support to the SME Agency regional “windows” in the provision of targeted national level SME assistance schemes.

The Member of the Management Board of the Polish SME Foundation/Agency will be nominated as the Polish Project Leader.

#### 6.3. Non-standard aspects:
The co-financing of company development services under component 3 will be done by the Polish Agency for Entrepreneurship Development on the basis of a grant agreement signed between the CFCU and the Agency, developed according to the EC grant agreement format. The Agency will be responsible for operating the scheme, through the selected regional “windows” according to standards developed under the National SME Services scheme. The national SME Agency will enter into grant agreements with the beneficiary SMEs. The regional “windows” will be responsible for recruiting and identifying eligible SMEs, and providing to the SME beneficiary the “first contact” counselling. This counselling will lead to the full definition of the particular SMEs needs and project specifications, and to the signing of the agreement by the SME with the national SME Agency for the grant co-financing of eligible costs. The beneficiary will be responsible for selecting the service provider from the accreditation list of consultants and Business Support Organisations managed by the “window”.

6.4. Contracts
It is foreseen that the following contractual arrangements will apply:
- Twinning covenant for 1.0 M€
- 4-5 investment support contracts (equipment, supplies, refurbishment) totalling 0.5 M€
- one contract with independent auditor for 0.1 M€
- one technical assistance contract for 1.4 M€
- one grant agreement between SME Agency and CFCU on operation of national SME development schemes through regional “windows”, totalling 3 M€.

7. Implementation schedule:
- start of tendering: end/2000
- start of project activity: first half of 2001
- project completion: end/2003.

8. Equal opportunity
The project will involve in all phases of its implementation specific provisions for guaranteeing equal opportunity of access to activities and benefits resulting from its implementation.

11. Investment criteria: n.a.

12. Conditionality and sequencing
12.1. Conditions: the law on the establishment of the national SME Agency will be passed before the start of the project
12.2. Milestones (benchmarks):
- Twinning Covenant agreed and signed by beginning of April 2001;
- activities start in April 2001;
- regional “windows” for Agency projects selected for participation in project by April 2001;
- regional “windows” selected by regional authorities audited by March, and introducing any requested changes by April 2001;
- SMEs uptake of supports maintained at steady level throughout second half of 2002, so that full participation reached before mid 2002;
- end of main SME schemes – third quarter 2003;
- end of supports for regional “windows” – end of 2002;
### Annex 1: LOGFRAME PLANNING MATRIX FOR PROJECT

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Title</th>
<th>National SME Development</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Date</td>
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<tr>
<td></td>
<td>Period</td>
<td>2001-2003</td>
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<tr>
<td></td>
<td>Budget</td>
<td>6 M€ Phare, 10.2 M€ Total</td>
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</table>

#### Wider Objective

The strengthening of Polish public institutional structures and human resources involved in the creation and implementation of policy instruments aimed at improving the competitiveness of the SME sector in Poland, through the development of conducive legal and commercial environment, and services upgrading skills among SME owners, managers and staff.

<table>
<thead>
<tr>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polish Agency for Entrepreneurship Development established and operational Agency possesses proven capabilities and capacities to make measurable impact on sector. Regional “windows” capable of delivering national SME support programmes. Target groups of SMEs improving competitiveness and prepared to operate on common European market</td>
<td>Central and regional government documents, Studies and analyses, Media reports, Project reports and documentation</td>
<td>SME development maintained as one of key focuses of Government socio-economic policy, Government policy for SMEs implemented in a timely and efficient manner, including passing of legislation on Agency, Polish budget and other financing available in full programme period, Sustained growth of the Polish economy</td>
</tr>
</tbody>
</table>

#### Immediate Objectives

The creation of the dedicated national SME development institution and selected financial and other instruments conducive to the development of the SME sector and preparing the sector for dealing with accession driven issues and meeting norms and standards resulting from the adoption of the acquis. The strengthening of institutions and mechanisms directly impacting on private sector growth through the survival and development of privatised small and medium enterprises. The refinement of the regulatory, institutional and infrastructural framework for SME development.

<table>
<thead>
<tr>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers and importance of accession issues addressed by supported institutions. Levels at which introduction of solutions directly related to raising competitiveness and EU market requirements and rules has taken place at end of project. Extent to which national level SME projects as defined in SME policy further developed and implemented in coherence with regional programmes. % increases in competitive position of supported businesses.</td>
<td>Project level monitoring data and information, Studies and analyses, Evaluation reports, Minutes of the Project Committee, Reports of relevant regional and local institutions</td>
<td>Regional “window” organisations effectively involved in actions, Financing for regional institutions available, Government administration disposes of adequate financing, National and regional instruments co-ordinated, so that they not “compete” for the same beneficiaries, SMEs avail of supports, Agency established on basis of Polish SME Foundation in a timely and efficient manner;</td>
</tr>
</tbody>
</table>

#### Results of Project

<table>
<thead>
<tr>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions and Risks</th>
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</table>
Unit within Ministry of Economy upgraded and operating with enhanced capabilities. Development of the national SME Agency with regional “windows” and tested instruments. Upgrading of the capabilities of selected personnel representing the 16 regional authorities in programming and implementing actions for the SME sector on a regional and local scale. Introduction of SME development instruments prioritised in Government policy, under standardised procedures, quality assurance and institutional cooperation. Upgrading of the existing networks of SME support institutions Linking and harmonising of instruments for the SME sector within a national SME scheme appropriate for future financing of actions under a Structural Funds approach. Increased number of SMEs availing of support and using development opportunities for growth and job creation

Numbers of Government departments, SME sector and development organisations which consistently refer to Agency and its inputs when implementing actions and policies impacting on sector. % of SMEs which identify with Agency and value its actions and instruments. Quality and numbers of international best-practise instruments and infrastructure solutions developed and implemented, and up-taken for implementation under regional programmes. % of SMEs which identify supported networks as quality service providers. Numbers of SMEs which avail of the proposed supports and co-finance their costs. Numbers of quality assurance disciplines employed by SMEs. % increases in competitiveness ratios at beginning and end of project of supported SMEs.

Inputs
• twinning assistance to SME Agency and Ministry of Economy, Department of Crafts and SMEs, and Ministry of Treasury
• investment support for Agency
• audits
• advisory and training support for regional authorities and regional “windows”
• investment support in selected regional “windows”
• provision of an appropriate mix of services and assistance to SMEs, organised as grants towards individual company support and group (cluster) events, including:
  • “Introduction to Quality” business assistance scheme.
  • “Innovation and Technologies for Business Development” scheme.
  • “Fit for Business in Europe”.

ANNEX 2: Cumulative implementation, contracting and disbursement schedule

<table>
<thead>
<tr>
<th>National SME development</th>
<th>Date of drafting</th>
<th>Planning period</th>
<th>Budget allocation</th>
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</table>

D = Design / C = Contracting / I = Implementation

Project level monitoring data and information
Government departments
Documents and reports of regional and local authorities and institutions
National Report on the State of the Sector
Regional and local statistics on the economy
Company specific comparative data
Media reports

General economic trends remain in growth mode
General economic situation does not deteriorate
Quality of TA services provided stimulates expected results
Supports accessed by beneficiaries utilised to ends foreseen in project design
SPP Programme implemented timely and effectively
SPP twinning arrangement providing effective co-operation and supervision for TA to the process of creation of Operational Programmes