Building the analytical potential of the customs authorities

1. Basic information

1.1 CRIS Number: 2005/017-488.02.08
1.2 Title: Building the analytical potential of the customs authorities
1.3 Sector: Internal Market - Customs
1.4 Location: Ministry of Finance, Customs Administration Analytic Center (CAAC), Customs Chamber in Warsaw, Poland

2. Objectives

2.1 Overall Objectives:
Strengthen CAAC in fulfilling statutory duties of dissemination of analytic data, collected in the IT systems maintained by the customs administration, relating to rotation of goods in international trade between Poland and other EU member countries and third countries.

2.2 Project Purpose:
Strengthen CAAC in area of preparation, generation and dissemination of data sets (analysis and reports) for authorized institutions, in particular for Ministry of Economy and Labour, Ministry of Health, Ministry of Agriculture, Ministry of Infrastructure, Agricultural Market Agency, National Bank of Poland, statistical research institutions and agencies as well as other customers, by development of application for business metadata management, including maintaining, adding and editing of various versions of metadata.

2.3 Justification:
The Project will improve quality of disseminated data in some areas, such as public finance statistics, data on revenues, as described in Chapter 12 of the “Comprehensive monitoring report on Poland’s preparations for membership” (Monitoring Report of 5th Nov. 2003). Member States must ensure the creation of appropriate administrative capacity to adequately co-ordinate and ensure the correct calculation, collection, payment and control of own resources and reporting to the EU for implementation of the own resources rules, as described in Chapter 29 of the “Comprehensive monitoring report on Poland’s preparations for membership” (Monitoring Report of 5th Nov. 2003).

Process specification and analytical elements
Data processing is basic CAAC operation. CAAC receives data sets from sources systems like Celina, Zefir, and other Customs Administration Systems. The next step is validation clarification and unification of gained data sets. CAAC as analytical unit will take care of correct essential contents of data and bring up quality increase of owned data sets. Next stage it suitable manner of generating and distributing date sets for Central Statistical Office (the recipient of the data sets prepared by CAAC ) as well as other institutions being recipients of our data sets.
Beside this, CAAC is responsible for:

1. Reduction of time needed for data collection and the enhancement of the automation level of quality data upgrade processes.
2. Enhancement of completeness, credibility and timeliness covering:
   - internal analysis and reports,
   - external analysis and reports,
   - statistical sets combination
3. Integration of metadata and other data

3. Description
3.1 Background and justification:

The Business Strategy of the Polish customs administration is the principal government document that defines the vision and the aims of the activities of this part of the national administration for the immediate future. The document was prepared by representatives of the customs administration and was adopted in November 1999 by the Council of Ministers as one of the pre-accession documents and accepted by the European Commission.

The modified version of the Business Strategy contains current items resulting from requirements established by the EU. At the same time it is something more than the pre-accession plan. The new items meet the challenges of civilisation, the expectations of society and the economic environment, which are put in place by modern government services, as well as taking into account the changes in the external environment and internal changes within the customs service. Special attention was given to the new EU recommendations.

Transformation of the Polish Customs Administration at the technological level is realised in accordance with the assumptions of the “Information Technology for the Customs Services”. According to those assumptions a number of IT systems (CELINA, ZEFIR, NCTS, etc.) was implemented or is currently in course of implementation. The Implementation IT Strategy Plan of PCS covers all the computerisation elements as communications, reference, operational and statistical/analytical level. The CAAC play a key role in last level.

Customs Analytical Administration Center is part of the structure of Polish Customs Administration. CAAC is an organizational unit of the Customs Chamber in Warsaw, which has been founded to fulfil the central tasks of the Customs Administration relating to: maintenance, validation and analysis of analytical data sets, and at the end of the process dissemination and distributing data sets, reports, analysis for authorized government institutions and other institutions. While fulfilling these tasks, CAAC cooperates strictly with the Ministry of Finance, Department of Organization of Customs Administration.

CAAC remains in strict cooperation with computerized information systems of the Polish Customs Administration: CELINA and ZEFIR, from which it replicates the analytical databases about turnover with countries from UE and other countries.

According to Monitoring Report of 5th November 2003, acceptance, acceptance, acceptance of such basic principles will be a key task for CAAC: confidentiality, credibility and clarity of data sets. It will include methodology, classification and procedures of gained data from these data systems.

For efficient fulfilment of the above mentioned aims, it is necessary to enlarge the CAAC computing power. In order to do this, development of the existing hardware infrastructure and system software such as: server and storage matrix for the database with proper system software (include database software), server for analytical part of the solution is necessary, as well as improving the knowledge of the users for all the new hardware, tools and system software, include database, communication, security (according to Contract 3). On the other hand we also have to be focused on development of application for business metadata management, including maintaining, adding and editing of various versions of metadata. The application will allow the automation of the process of metadata managing as well as quality increasing by validation, clarification and unification of gained data sets (according to Contract 2).

The Project is also an element of the strategy of the Ministry of Finance in line with the priorities set in the Monitoring Report of 5th November 2003, described above.

3.2 Linked activities:

This Polish Customs Project to be funded from the Transition Facility 2004 Programme follows the events listed below:


1999 Feasibility study for the computerized customs system based on the existing core system to be conducted within the Customs Co-operation / Transit Facilitation Programme and funded from the Phare funds: a basis for Phare ’99 Sub-project no. 2.

1999- Preparation and realisation of the Phare ‘99 project. Sub-project no. 4 of the Phare ‘99
3. Building the analytical potential of the customs authorities

builds a basis for further development, including component no. 2 of the current Project Phare 2002.

1999 Preparation of the Customs IT Strategy: an essential basis for all IT components of the Phare Customs projects.

1999 Adoption of the Customs Service Act starting from September 1999


2000- Preparation, adoption and realisation of “The Integrated Eastern Border Management Strategy” (2000). This strategy includes provisions of the above-mentioned Business Strategy of the PCA.


2001 Interoperability study of the Polish Customs Service IT systems carried out by EU Commission experts.

2001/2002 Interoperability implementation strategy of CEC DG Taxud

2002 Interoperability implementation strategy of CEC DG Taxud

2002 May Coming into force of the Act on transformation in customs administration and amendments to other acts, adopted by the Parliament on the 20th March 2002.

2002 Phare 2000 Twinning Project in the Ministry of Finance – SEED and VIES systems


2003 PSO Netherlands’ Pre-accession Programme - Project on development of the Excise organisational structure.

2003 Phare 2002 project in PCS (MoF) Title: Strengthening Customs Border as part of the future EU eastern border of the EU (including (1) Post Clearance control (2) LANs for Border Crossing Checkpoints (3) Maritime Border equipment and control system

2003 Phare 2003 revised Fiche for Twinning project in PCS (MoF) prepared, Title: Automation of Polish Customs service, including (1) EMCS (2) Tax and customs reference data warehouse system (3) TORs for outsourcing WAN (4) ISZTAR fine tuning to include tariff related sub-systems).

2004 Transition Facility 2004 project “Strengthening the Polish Customs Service” Twinning Covenant including (1) training, (2) Strategic Planning (3) Organisation and procedures (4) Excise Acquis (5) Directive 2003/96/EU

The project will be dependant on other systems. Part of the existing systems within the Customs Administration is going to be the source of data for system.

The main sources for the system:

- CELINA -- data on goods exchange with EU from INTRASTAT declarations as well as goods exchange with third countries from SAD declarations
- ZEFIR – data on production of excise goods and Inter-European excise goods exchange
- NCTS – data on intra-UE transit of goods
- ISZTAR – customs tariff

It will be necessary to cooperate with analytical system from Ministry of Finance such as:
- SINDBAD - Tax information system and fiscal consolidation
- ISKOS - IT Fiscal Control Supporting System

3.3 Results:

The successful implementation of the project will bring the following result:

a) homogeneous analytical software platform for custom and excise data sets created that allows for:
   - data gathering and quality increasing by validation, clarification and unification of gained data sets
- preparation of integrated analysis and reports through and by use of metadata
- change management
b) uniform descriptions for data interpretation (metadata) created.
c) statistical data sets for external institutions prepared and transferred.
d) analyst staff prepared for better utilization of high-class analytic tools trained
e) analyst staff experienced in best practices and problem solving

3.4 Activities:
The schedule of contracts reflects the time framework within which the project is realized as well as the procedures regarding implementation of Transition Facility projects.
The project will consist of few components improving ability to administration of the system and using of all elements and functionalities regarded to goals of the project:

a) analysis, project, development and implementation of integrated, analytical IT system.
b) information exchange in range of data and metadata quality increase.
c) strengthen external institutions image by improvement of gained, transferred and disseminated data.
d) conducting set of trainings improving ability to administration of the system and using of all elements and functionalities regarded to goals of the project.
e) consultations during warranty period.

Contract 1: TA – support to project team
The TA contract will be aimed at providing technical and organizational support to the project team, including: assistance in preparation to the main contract (Contract 2), assistance in supervision of the main contract (participation in the analysis stage, evaluation and recommendation for acceptance of contract deliverables, participation in the quality tests).

The experience gained by Polish administration during implementation of a number of Phare projects proves the utmost importance of a well-managed technical support contract and its direct link to the overall success of the project. Experience shows that such an advisory contract should be launched shortly before the main contract (to let the consultants finalize the kick-off stage and get acquainted with the essentials of the project before the commencement of the main contract). This assures broad and efficient participation of the consultants from the earliest stages of the main project.

One should note that the consultants’ role would not involve the operational management of the project. This, as well as control over execution of Contract 2, would be performed by the Project Team of the Beneficiary. The consultants, however, would support the Project Team in technical/quality oriented evaluation of main deliverables of Contract 2, as well as in some organizational elements, such as preparation of Project Quality Plan. At the same time, the Project Team would control and evaluate both the consultants from Contract 1 (consultants will be obliged to report to the beneficiary on every stage of the realisation of the project) and execution of the remaining contracts.

Contract 2: TA – development of an analytic IT system + training
The main contract of the project will consist of assistance in development of the analytic IT system and a broad training programme improving ability to administration of the system and using of all elements and functionalities regarded to goals of the project.

The first component – development of the analytic IT system – will be focused on developing the data model for analytical goals of the project and making a step towards automating the process of analytical data gathering and quality increasing by validation, clarification and unification of gained data sets. Development of application for business metadata management, including maintaining, adding and editing of various versions of metadata for realization of mentioned objectives (introducing a model allowing to automate the process of metadata managing). The process will require close cooperation with the source systems. Data from source systems, are constantly replicated to CAAC system, where gained data pass over the validation, clarification and unification processes. The next step is generating statistic sets in defined formats, structures and devolution based on the included
Building the analytical potential of the customs authorities

CAAC unifies its analytic platforms for various data sources of the data in order to prepare precise statistical data sets at the satisfactory level of quality taking into consideration timeliness and security of data as well. Throughout the lifetime of the project – during the preparatory phase as well as in the period of contract realization – CAAC will be working on defining the rules and scope of data from all customs systems (which includes review of these systems, their organization and architecture). Results of the analysis will form part of the tender documentation for Contract 2.

The IT system delivered upon Contract 2 will allow to prepare any analytic reports on data gathered by CAAC, systematic reporting and sharing of data, including web access to the results of analysis and reports. The possibility to create, manage and share definitions and descriptions of data, their hierarchies and classifications will be a crucial element of the system. Creating descriptions of data, which will be both manageable and open to changes, will require assistance of external experts specializing in the area of data descriptions and modelling.

During the realization of Contract 2, the contractor will also perform analysis of the existing hardware infrastructure (in relation to acquis implementation requirement) and present at least two proposals on development of the hardware architecture, including evaluation of strengths and weaknesses of each solution proposed. Results of this analysis will be used for drafting the technical specification for hardware to be purchased under Contract 3. Drawing from the experience gained during previous Phare projects, the Beneficiary plans to realize the investments needed for smooth operation of the IT system under a separate contract, which will be financed from Polish funds only (Contract 3). This will allow for a more optimal scheduling of activities, due to more flexible deadlines for contracting of funds from national co financing (i.e. by project end, instead of end of contracting period for TF funds).

The second component – training – will be meant as a broad training programme, aimed at strengthening the knowledge base and developing a group of analysts well prepared to take advantage of the opportunities developed by the project and especially the system.

Contract 3: SU - development of the existing hardware infrastructure and system software

The supply contract will cover infrastructure needs for the developed software. The contract consists of:

- server and storage matrix for the database with proper system software (include database software).
- server for analytical part of the solution
- other servers for communication interface (if needed)
- security tools and infrastructure (if needed)

This contract should improve the knowledge of the users for all the new hardware, tools and system software (include database, communication, security).

3.5 Lessons learned:

The main lessons gained from the previous "project: "The Organisation of the CAAC" relate to preparation of the documentation for organising the tendering process and the current procedures (such as security policy, backup policy, project management procedures – MaXXime/TEMPO, etc.). The experience gained in this area will be very helpful to the project team when it comes to preparation of contracts under this projects.

While realising this project, the project team will also profit from lessons learned during cooperation with other project realized by the Beneficiary. One of them was cooperation with the CELINA system, which is a source of data for CAAC. While drawing data from the CELINA system, the project team understood the utmost importance of data cleaning and integration (ETL – extraction, transformation and loading) as well as metadata management. The importance of these processes will be reflected in the requirements for the analytic IT system to be built under Contract 2.
While cooperating with the SINDBAD project (PL0101.12), which consists mainly of supplying the SINDBAD system with data from CAAC database system, the project team identified the importance of data integration, data quality as well as automation and control of data sharing processes. This will also be reflected in the requirements for the analytic IT system to be built under Contract 2.

Meeting sessions with project team of CESAR project (PL0101.12) regarding development of technical organizational support to the project team during preparation and supervision of the main contract. Gained experiences allow defining needs assessment, goals and schedule of the project and feasibility studies. This will be reflected in the requirements for support of the project in Contract 1.

4. Institutional Framework
The a.m. activities will improve the functioning of the CAAC to become an institution with strong administrative capacity comparable with international standards, and able to respond to various requirements of the EU. They will contribute towards developing a common, unified analytic platform, thus helping to realize the priority set in the Monitoring Report of 5th Nov. 2003. The project will also be a step towards unifying the analytic platforms for various data sources of the Customs Administration. The important factor is that data transferred to EU and other institutions presently placed in many sources, will be integrated in one database, which increase their coherence, quality and availability.

The institution responsible for the project is the CAAC which fulfils statutory duties of the Ministry of Finance in the area custom and excise gathering, analysis and reports. CAAC is also the main beneficiary of the project. The range of persons who will benefit from successful implementation of the project is very broad – including analysts from other analytic units within the Ministry of Finance, Central Statistical Office, Ministry of Economy and Labour, Ministry of Health, Ministry of Agriculture, Ministry of Infrastructure, Agricultural Market Agency, National Bank of Poland.
5. Detailed Budget

<table>
<thead>
<tr>
<th>Contract</th>
<th>Investment (IN) [MEUR]</th>
<th>Institutional Building (IB) [MEUR]</th>
<th>Total TF (IN+IB) [MEUR]</th>
<th>National public funds * [MEUR]</th>
<th>Other Sources** [MEUR]</th>
<th>Total Cofinancing of the project [MEUR]</th>
<th>Total cost (TF + cofinancing) [MEUR]</th>
</tr>
</thead>
<tbody>
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<td>0,800</td>
<td>-</td>
<td>0,800</td>
<td>2,700</td>
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</tbody>
</table>

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

Contract 2 is jointly co-financed. Contract 3 entirely consists of parallel co-financing.

*In the case of Joint Co-financing, where the final overall cost is lower than foreseen in the project fiche, the National Public and Transition Facility Co-financing are reduced proportionally so as to maintain the agreed rate of co-financing. In the case of Parallel Co-financing, where the final cost is lower than foreseen in the project fiche, it must be shown that the overall objectives of the project have been fully achieved.*

6. Implementation Arrangements

6.1 Implementing Agency
PAO: Mr. Tadeusz Kozeck, Under-secretary of State at the Office of the Committee for European Integration, Al. Ujazdowskie 9, 00-918 Warszawa, Poland, phone: 48224555241, fax: 48224555243
CFCU: Foundation „Cooperation Fund”, Central Financing and Contracting Unit, 4a Górska str., 00-444 Warsaw, phone: 48226220031, 6228464, fax: 48226229701, e-mail: cofund@cofund.org.pl

6.2 Technical Assistance
Contact person: Piotr Graczewski, Customs Administration Analytic Center (CAAC), 17 stycznia 49, 02-146 Warszawa, Poland, phone: 48226504880, fax: 48226503429, e-mail: piotr.graczewski@war.mofnet.gov.pl

6.3 Non-standard aspects
N/A

6.4 Contracts
Three contracts are envisaged:
Contract 1. TA – 400.000 EUR gross value (400.000 TF)
Contract 2. TA – 1.600.000 EUR gross value (100.000 NC and 1.500.000 TF) – joint co-financing
Contract 3. SU – 700.000 EUR gross value (700.000 NC) – parallel co-financing

7. Implementation Schedule
7.1 Start of tendering/call for proposals
4Q2005
7.2 Start of project activity
3Q2006

7.3 Project Completion
4Q2007/1Q2008

8. Sustainability
The Customs Administration Analytic Center (CAAC) has a project team able to maintain the administrative function of the project. The project team has proved its high quality of work under the project of organization of the CAAC (which was implemented between 2003 and 2004). The strengthening of the team would, however, help to increase its productivity and distribute the workload more effectively.
The hardware and IT system purchased under this project will be maintained and administered by administrators from CAAC. The Beneficiary will also bear future costs related to maintenance and development of hardware purchased under the project.

9. Conditionality and sequencing
Implementation of the project depends on:
- existing of CAAC.
- functioning of the sources systems - experience in usage of the systems.
- receiving data sets from source systems and institutions.
- strong analysts team.

Sequence of the proposed activities:
- needs assessment
- simultaneous contracting for the advisory contract, and main contract,
- launching the advisory contract shortly before the main contract – in order to allow the advisors prepare well for their mission,
- realization of the advisory contract during the main and supply contract,
- realization of the main contract system development,
- realization of the supply contract between analysis phase and implementing phase of the main contract,
- subsequent realization of the training task – drawing from experiences gained during the system development stage.

Main stages of project implementation:
- needs assessment 4Q2005
- preparation for ToR for the advisory contract and the main contract 1Q2006
- selection of consultants for both contracts 3Q2006
- kick-off of the advisory contract 4Q2006
- kick-off of the main contract 4Q2006
- preparation for ToR for the supply contract 1Q2007
- selection of consultants for supply contract 2Q2007
- kick-off of the supply contract 2Q2007
- completion the supply contract 4Q2007
- completion the advisory contract 1Q2008
- completion the main contract 1Q2008
## Logframe Matrix

### LOGFRAME PLANNING MATRIX FOR THE PROJECT

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Contracting period expires Nov. 2006</th>
<th>Disbursement period expires Dec. 2007</th>
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</thead>
<tbody>
<tr>
<td><strong>Project</strong></td>
<td><strong>“Building the analytical potential of the customs authorities”</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total budget</strong></td>
<td>2 700</td>
<td>Transition Facility Budget 1 900</td>
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</table>

**Overall objective**

Strengthen CAAC in fulfilling statutory duties of dissemination of analytic data, collected in the IT systems maintained by the customs administration, relating to rotation of goods in international trade between Poland and other EU member countries and third countries.

**Objectively Verifiable Indicators**

The satisfactory level of quality, timeliness and security of data required by EU.

**Sources of Verification**

Internal publication: „Customs news” newsletter, CAAC website Evaluation Reports

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**Project Purpose (Immediate Objectives)**

(1) Strengthen CAAC in area of preparation, generation and dissemination of data sets (analysis and reports) for authorized institutions, in particular for Ministry of Economy and Labor, Ministry of Health, Ministry of Agriculture, Ministry of Infrastructure, Agricultural Market Agency, National Bank of Poland, statistical research institutions and agencies as well as other customers, by (2) development of application for business metadata management, including maintaining, adding and editing of various versions of metadata.

**Objectively Verifiable Indicators**

Ad.1. The enhancement of completeness, credibility and timeliness covering:

- internal analysis and reports,
- external analysis and reports,
- statistical sets combination
decrease of consultation time needed to prepare reports and analysis as well as after delivery consultation (by the end of the project).

Ad.2. The appropriate integrity level of metadata and other data which allow fulfilling other aims compared to metadata sources (by the end of the project).

**Sources of Verification**

Progress reports to PAC authorities.

Feedback from stakeholders (i.e. institutions supplied with data from the system) on data quality and coherence.

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**Assumptions**

Close co-operation with other institutions which provide data and benefit from the results of analysis, reports and statistical sets. Strong support from the MF and PCS.
Building the analytical potential of the customs authorities

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Homogeneous analytical software platform for custom and excise data sets that allows for:</td>
<td>Ad. 1. Correct analysis and reports based on customs and tax data.</td>
<td>Ad. 1 Internal audits and the work progression reports. CAAC procedures regulating dissemination of public information. Other project documentation.</td>
<td>Close co-operation with other institutions which provide data and benefit from the results of analysis, reports and statistical sets. Strong support from the MF and PCS.</td>
</tr>
<tr>
<td>- data gathering and quality increasing by validation, clarification and unification of gained data sets</td>
<td>Ad. 2. 100% of metadata corresponding to the metadata of source systems and connected to analysis and reports (by the end of the project).</td>
<td>Ad. 2. Sets of metadata, analysis and reports. Metadata comparing tests. Ad. 3 Reports form external institutions Ad. 4-5 Set of analysis and reports. Reports from consultant activities</td>
<td></td>
</tr>
<tr>
<td>- preparation of integrated analysis and reports through and by use of metadata</td>
<td>Ad.3 Effective and terminable preparation and transfer of statistical data sets (by the end of the project).</td>
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<tr>
<td>- change management</td>
<td>Ad. 4 The staff of 35 trained employees, including 10 administrators (by the end of the project).</td>
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<tr>
<td>2. Uniform descriptions for data interpretation (metadata)</td>
<td>Ad. 5 Increase in quality of reports and analysis. Decreasing of need of consultant’s assistance (by the end of the project).</td>
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<tr>
<td>3. Prepared and transferred statistical data sets for external institutions.</td>
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<td>4. Trained analyst staff prepared for better utilization of high-class analytic tools.</td>
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<td>5. Analyst staff experienced in best practices and problem solving.</td>
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<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Analysis, project, development and implementation of integrated, analytical IT system.</td>
<td>Technical assistance – contract 1 Technical assistance – development of an analytical IT system + training – contract 2 Investments – contract 3 (Polish co-financing)</td>
<td>Central Statistical Office and other recipients of reports, analysis and statistical sets. The participants of trainings covering the trainings’ subject. The employees using the consulting services.</td>
<td>Close co-operation with other institutions which provide data and benefit from the results of analysis, reports and statistical sets. Strong support from the MF and PCS.</td>
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<tr>
<td>2. Information exchange in range of data and metadata quality increase.</td>
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<td>3. Strengthen external institutions image by improvement of gained, transferred and disseminated data.</td>
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<td>4. Conducting set of trainings improving ability to administration of the system and using of all elements and functionalities regarded to goals of the project.</td>
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<tr>
<td>5. Consultations during warranty period.</td>
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<th>Preconditions</th>
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<td>Functioning of the sources systems- experience in usage of the systems.</td>
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<tr>
<td>Receiving data sets from source systems and institutions.</td>
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<tr>
<td>A strong analysts team.</td>
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### Annex 2-3: Implementation, contracting and disbursement schedule

<table>
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<tr>
<th>Date of Drafting</th>
<th>Planning Period</th>
<th>Budget Allocation Cost Estimate (in MEUR)</th>
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Notes:
- “D” indicates the implementation of activity.
- “D/C” indicates the completion of activity.
- “C/I” indicates the cost incurred in the respective period.
Annex 4 - Need assessment

Before starting the contracts project team during a few days meeting will prepare base need assessment for Contracts 1 and 2 - a document summarising actual needs and knowledge of the project environment.

At the beginning, it should prepare best practices and other requirements for project management, technical and organizational conditioning.

Finally, it should allow to make the document with actual needs and risks discovered. The document should cover at least:

- The list and description of main needs
- The list, description and condition of the source systems
- The list of the data types, volumes and their meaning
- The list of user groups and training needs
- The list of deliverers and recipients of the system
- The list of main deliverables
- The roughly estimate of database size and efficiency of the system
- The main assumptions and risks

This document will be the base for preparing draft of the technical specifications for Contract 1 and 2. The specification for the Contract 3 will be prepare under the Contract 2.