Standard Summary Project Fiche

1. Basic Information

1.1. CRIS Number: 2002/000.610-14
1.2. Title: Tourism Development Grant Scheme
1.3. Sector: Economic and social cohesion
1.4. Location: Slovak Republic

2. Objectives

2.1. Overall Objective

To ensure that administrative capacities are established in Slovakia for the effective use of Structural Funds in the field of tourism.

2.2. Project Purpose

To increase the competitiveness of the Slovak tourism sector and strengthen the administrative capacities of the central and regional structures to manage and implement EU Structural Funds type of projects

2.3. Accession Partnership and NPAA priority

2.3.1. Accession Partnership

- Define the bodies in charge of the implementation of Structural Funds and the Cohesion Fund, in particular the Managing and Paying authorities; establish a clear division of responsibilities and improve the administrative capacity, in particular in terms of recruitment and training; ensure effective inter-ministerial co-ordination.
- Further develop a coherent development plan (Sector Operational Programme) as required by the Structural Funds regulation; define the implementation structures of the final plan.
- Set up the required monitoring and evaluation systems for Structural Funds, in particular for ex-ante evaluation and for the collection and processing of the relevant statistical information and indicators.
- Align with the specific financial management and control procedures for future Structural and Cohesion Funds under the relevant EC regulations.
- Develop the technical preparation of projects eligible for Structural and Cohesion Fund assistance (project pipeline).

2.3.2. National Programme for the Adoption of the Acquis (NPAA)

"Develop national economic and social cohesion policy; prepare implementation of Community regional development programmes and initiatives; improve administrative structures and clarify responsibilities for regional policy; create budgetary system in harmony with the standards of structural funds, including evaluation and assessment".
It will support the medium-term priorities and measures relating to the improved performance and competitiveness of SME’s.

2.4 Contribution to National Development Plan

At the global level the programme will comply with the principles that govern the NDP strategy and support the three strategic goals:
At the programming level it will contribute directly towards two of the four NDP strategic priorities:
*Strategic Priority 1*: Support for the development of a productive economy and strengthening of its competitiveness.
*Strategic Priority 3*: Regional integrity and sustainable development.
And, indirectly towards:
*Strategic Priority 2*: Human resources and social support mechanisms.
*Strategic Priority 4*: Development of agriculture and rural areas.

In the context of Tourism SOP’s, development will be channelled towards achieving the following direct and indirect benefits:
- Increased SME productive and strategic investment in the sector.
- New job created within priority regions where conditions are conducive for tourism development and unemployment rates are relatively high.
- Direct growth of tourism income yielding increased contributions to the tax-base for regional self-government and state budgets.

3. Description

3.1 Background and justification

**Sector Context**
According to the latest survey approximately 80,000 employees work directly in tourism services and 40,000 in related services. This represents nearly 5% of the whole active workforce in the Slovak Republic.

Inbound tourism receipts reached 572 Mill USD in 2001 indicating renewed growth for the sector (ref. table below).

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<tbody>
<tr>
<td>Value</td>
<td>135</td>
<td>213</td>
<td>568</td>
<td>620</td>
<td>672</td>
<td>546</td>
<td>489</td>
<td>461</td>
<td>432</td>
<td>572</td>
</tr>
</tbody>
</table>

The above represent only official exchange of foreign currency (source National Bank of Slovakia), representing a net positive balance of 285 million USD. However, it is estimated that the unofficial exchange of currency could mean that the actual total is likely to be three times higher than the official data indicates.

Furthermore, annually it is estimated that Slovakia is visited by 28-30 million foreign visitors, but most are cross-border transit visitors and less than 50% stay longer than 24 hours.
Capturing more of this transit trade and decreasing the level of informal trading activity would both help to significantly increase the sector's contribution to Slovakia's national and regional economies. In turn, increasing productive investment in the sector would be one of the key mechanisms to capture these benefits. Since the tourism industry is mainly composed of SME's and a major constraint to their activities is access to affordable development finance, appropriate incentive packages are crucial.

Prior to the Pilot TDGS, government financial incentives were available through NADSME and the Slovak Guarantee and Development Bank's 'Tourism Development Programme in Slovakia V'. Both were too limited in their scale, not well structured for tourism sector SME's and offered no preparatory benefits for SME's to gain the 'know-how' to access future large scale financing under EU Structural Funding.

The evident success of the Pilot TDGS is a clear indication that appropriately designed financial incentive instruments stimulates a popular response from the sector and signals the potential to act as a major catalyst of regional development.

Pilot (1998 NP) TDGS (Tourism Development Grant Scheme) Results and Prospects

The Ministry of Economy issued the 'Call for Proposals' in March 2001. During the following 6 months over 2,000 expressions of interest were submitted of which over 650 were reported through the project's web-site. Actual applications received numbered 504 of which 153 were successful and awarded grants. The breakdown of grant awards by each of the three TDGS measures was: Enterprise 37, People-based development 5 and Partnerships and the regions 111. The value of the grants awarded accounted for more than 90 per cent of the totally available grant of SK 86 million (Euro 2.0 million).

Significantly the 'pilot' scheme only issued grants to 30% of applicants. This was mainly due to applicant's lack of capacity to satisfactorily formulate and present projects. Investment-based applications formed 30% of grants awarded (max. 35% grant support) and non-investment 70% (max. 75% grant support). This skew in favour of non-investment applications likely due to investment projects require access to higher levels of matching finance and the more demanding requirements of the grant scheme (business plans and independent financial assessment). Regardless of this imbalance, it is estimated that the Euro 1.8 million awarded in grants levered a further Euro 2.0 million investment from applicants (1.11 leverage ratio).

It is evident that the latent absorption capacity exits in the sector. With increased technical assistance in project preparation and improvements in the general business environment, the proportion of successful applicants would increase and a better balance between investment and non-investment grant awards would be achieved. This can be anticipated over the duration of the Phare 2002 programme and would significantly raise the leverage effects of the grant scheme. At a 1.20 average leverage ratio, and a similar level of support under Phare 2002 and future programmes, the scheme would potentially yield Euro 7.2 million investment by applicants.
Given the relatively modest scale of the 'Pilot' grant scheme the real significance of this scaling-up can only be fully appreciated when set in the context of future SF after accession against global statistics for the tourism sector:

The scale of the potential increase in sector investment can be appreciated when they are compared to the estimated total investment in accommodation and restaurant facilities which amounted to approximately SK 1.57 billion (Euro 38.3 million) in 1999\(^1\). Such a significant increase in level of sector investment would be strongly reflected in new job creation. Currently, the sector is estimated to have created 100,000 permanent jobs and another 50,000 in related services. Accounting for an estimated 5% of Slovakia's direct employment and around 7.5% of derived employment.

Activation of these positive socio-economic impacts is crucial and can be achieved by using the Phare 2002 programme to build on the success established by the Phare 1998 SPP Priority B 'Pilot' TDGS.

3.2 Linked activities

The principal foundation for a regionally decentralised Tourism Development Grant Scheme proposed to be developed under the Phare 2002 Programme is the EU Priority B 'Pilot' Tourism Grant Scheme (TDGS). This was successfully implemented between November 2000 to June 2002, under the Phare 1998 Financial Memorandum.

The EU Phare funded Pilot TDGS was designed to harmonize and complement the tourism sector credit facilities available under the national government's Slovak Guarantee Bank (SZRB) loan scheme and the Phare CBC Small Projects Grant Scheme and NADSME's financial support schemes for SME's.

Strategic priorities and measures adopted as part of the project selection criteria for the Pilot TDGS reflected the goals and objectives formulated under the preparation of the Integrated Plan of Regional and Social development - Part 1, National Development Strategy (MoCRD) and the National Programme for Tourism Development (MoE).

Furthermore, other 'linked activities' will include:
- Development of the Institutional Framework and Administration Capacity for Programming and Implementation of Structural Funds (SRO107.01 / 2001 IB)
- SPP 1 (SR9808.04) and Part 2 of the continuing programme.

3.3 Results

Grant Scheme

The grant delivery system shall conform to the procedures of the EU PRAG - Section 6 on Grants and related Annexes.

\(^1\) Statistical Office of the SR records only juridical bodies which represent less than 10% of entrepreneurs bodies considered to be active in tourism sector
Specific improvements to the benchmark results achieved under the 1998 SPP - Priority B Pilot TDGS will be achieved through the implementation of the Phare 2002 Grant Scheme. This improved performance will be indicated by achievement of the following results:

- A better balance between investment and non-investment projects supported by the grant scheme will be achieved. Approximately 40-50 investment and around 60-70 non-investment projects will be set as a target.
- Best practice examples of product development will feature strongly in the 'output' results of the grant scheme and demonstrate both qualitative and quantitative improvements in the standard of tourism facilities.
- MoE’s support to more optimal conditions within which SME tourism sector entrepreneurial activities can prosper will be indicated by a significant increase in complimentary activities by local and regional tourism associations created.

Capacity Building

- Benchmark indicators are established for grant scheme performance monitoring and to estimate absorption capacity for beneficiary target groups to establish a basis for setting programme/measure targets and quantifiable indicators of success.
- Customised TDGS Management Information System (MIS) is installed and the Ministry of Economy's Grant Scheme Secretariat team is trained and applying the system to their day to day operational and management activities. This also facilitates improved grant scheme data/record retrieval and output in the form of regular publication of statistical abstracts.

3.4 Activities

A small Technical Assistance will be directly linked to the Grant Scheme. This will ensure that the priority Benchmarking and MIS activities, identified as priorities by the SPP Priority B Pilot TDGS, will be introduced at the start-up of the Phare 2002 Grant Scheme programme.

Activity A. Grant Scheme

An allocation of 3.3 MEUR is earmarked for the grant scheme. This allocation will be increased by the Slovak Government by a contribution of at least 1.1 MEUR.

To ensure the results described in 3.2 are achieved, two key support activities will require special attention by the Ministry of Economy:

Activity A.1 Support the productive investment of SME’s for the development of the tourism sector.

In accordance with the currently valid SOP for tourism this measure will aim to support the improvement of the tourism product and in particular sector commercial facilities and services. To this end the following activities will be eligible for support by the grant scheme:

- Development of new accommodation facilities (except B&B) that comply with approved facility-grading standards.
- Upgrading and refurbishment of existing accommodation facilities so that they meet approved facility-grading standards.
- Development of new or upgrading of existing restaurants (excluding fast food outlets), guest houses and similar facilities that provide services to domestic and foreign tourists.
- Development of leisure facilities (including health, active and passive recreation, entertainment etc.) for tourists.
- Development of tourist attractions and visitor development plans, in particular those having a cultural-heritage value.

Eligible applicants for such developments will be SME's engaged in the tourism sector. All applicants will have to demonstrate that there is a proven market demand for the proposed developments and supply a 'bankable' business plan.

**Activity A.2 Support for the activities of local and regional tourism associations and other private and public sector partnership organisations engaged in tourism sector development.**

The aim of this measure is to support activities aimed at creating the strategic, policy, administrative and market conditions that are conducive to successful and effective SME investment in the tourism sector. Under this measure the following activities will be supported:

- Local, regional and inter-regional strategic sector and/or product development plans.
- Market research, preparation of information leaflets, brochures etc. for the launch of market promotion, information and/or awareness campaigns.
- Organisation of sector workshops, road-shows, seminars, conferences etc.
- Participation at tourism fairs.
- Media promotion including CD-ROMS, Web and Internet site development.

Eligible bodies include local and regional tourism associations, NGO's and other non-profit making organisations that play a role in the co-ordination of the tourism industry and supports national, regional or local sector priorities.

Applicants applying for support under this measure must be able to demonstrate that they are accredited bodies that have the support of the relevant administrative and territorial authorities.

**Activity B. T.A. Support Activities**

In support of setting realistic, achievable and measurable targets and installing procedures to facilitate operational consistency, performance monitoring and transparency, two specific TA Framework contract activities are proposed:

**Activity B.1 Benchmarking and Market Research**

Benchmarking - a retrospective analysis of the Pilot TDGS to establish relevant performance indicators as a baseline from which to measure the future performance of the grant scheme under the Phare 2002 programme. This data would be up-dated on a regular basis to build-up a time series performance database. Market Research - analysis of a statistically valid cross-section of tourism sector SME's to assess their existing potential fund absorption capacities and bottlenecks to increasing their capacity.
Activity B.2 Management Information System (MIS)

Management Information System (MIS) installation and training based on the design developed under the SPP Priority B Pilot TDGS. This will facilitate systemising the internal procedures, recording and analysis for all aspects of the Grant Scheme. It will:

- Increase the efficiency and consistency of the MoE's Secretariat implementation units due diligence procedures.
- Facilitate a faster and more consistent applicant response.
- Improve internal recording and archiving.
- Facilitate easy and routine statistical analysis of data.
- Enable the production of regular statistical abstract for distribution within the MoE and between other sector ministries, EC Delegation and for publication on the web page to increase public awareness,
- Make possible regular grant scheme performance appraisals against verifiable indicators of success to be carried out by the Secretariat as part of a regular monitoring and self-assessment procedure.

3.5 Lessons learned

Lessons learnt from the experience gained from the Phare 1998 SPP Priority B 'Pilot' TDGS have been considered and incorporated into the design of this Project Fiche. Six pre-eminent lessons can be cited:

1. There is a need to sustain the continuity of the grant scheme process to underwrite public confidence, secure beneficiary support and participation, and to build competencies during the remaining pre-accession period.
2. There is an urgent need to enhance and accelerate the decentralisation of the process to create the necessary SF project pipeline preparation and management capacities in the regions.
3. There is a need to improve the MoE's vertical and horizontal co-ordination capacities.
4. There is need to improve understanding of final beneficiaries (applicants) about the main principles and rules of SF so that project application, implementation and completion processes can be appropriately carried out.
5. There is need to ensure applicants understand that projects promoted by partnerships and which can demonstrate that they are part of a wider local / regional tourism development strategy will be favoured against those that are independent initiatives.
6. Evidence suggests that for investment projects to be successful and profitable, they must be supported by sound market research and marketing plan.

4. Institutional Framework

The National Agency for the Development of SME (NADSME) will be the Implementing Agency and will be responsible for the technical and financial management of the grant scheme. An IDGS Monitoring Committee will also be established to review the work under the project and approve key documents.
The duties of the MOE will be defined in a Memorandum of Understanding (MOU) between the MCRD and the MOE and endorsed by the EU Delegation. These duties will include the supervision of the grant process, grant awards, supervision of awards, payments, maintaining records and approving technical reports, establishing a Monitoring Committee, identifying and nominating central and regional staff.

The institutional framework is essentially composed of the three bodies that were set up under the 1998 SPP Priority B, Pilot TDGS.

In addition, there will be a Joint Project Monitoring Committee (JPMC) for the MoE's Industry and Tourism grant schemes. The JPMC will ensure that the two schemes are vertically integrated within the MoE.

Routine reporting procedures will ensure that MoE's TDGS activities are horizontally integrated with the other grant schemes. Such links would be made within the context of the wider remit of the NDP, ROP and SOP activities. Collectively these grant schemes will establish the structures needed to effectively integrate the management of EU Structural Funds.

5. Detailed Budget (in MEUR)

<table>
<thead>
<tr>
<th>Phare support</th>
<th>Activities</th>
<th>Investment support</th>
<th>Institution building</th>
<th>Total Phare (I+IB)</th>
<th>National Co-financing *</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Grant Scheme</td>
<td>1. SME direct investment support</td>
<td>3.3</td>
<td>3.3</td>
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<td></td>
<td></td>
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<tr>
<td>B. Capacity building</td>
<td>B.1 - FC</td>
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</tr>
<tr>
<td>1. Benchmarking and market research</td>
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<td>2. MIS</td>
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<tr>
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<td>3.5</td>
<td>2.2</td>
<td>5.7</td>
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</tbody>
</table>

(*) The Phare grant scheme allocation (3.3 MEUR) will be increased by a contribution of at least 1.1 MEUR from the Slovak government. This amount does not include the financial contribution (co-financing) to be provided by the final beneficiary.

6. Implementation Arrangements

6.1 Implementing agency

PAO. Mr. Juraj Majtan, Director-General
National Agency for Development of Small and Medium Enterprises (NADSME)
Prievozska 30
821 05 Bratislava
Tel.: 00421-2-53417328
Fax: 00421-2-53417339
6.2  Non-standard aspects

1. Past experience from the Priority B, Pilot TDGS indicates that due to the limited co-financing and absorption capacities of many applicants of non-investment projects, there is a need to set a minimum grant award level at 10,000 EUR to support non-investment based grant awards. Investment projects for SME’s have minimum grant at 50,000 EUR in accordance with PRAG document.

2. It is proposed that in accordance with the EU SF principle of 'concentration' that the grant scheme is focused on tourism priority regions as defined in the current SOP Tourism. This territorial condition for eligibility will be combined with an unemployment indicator in the priority region NUTS IV level of 15+%.

6.3  Contracts

1. Activity A - Grant Scheme MoU: Phare 3.3 MEUR - envisaged 2.2 MEUR MoEconomy (in any case, no less than 1.1 MEUR). Budget Allocation / Grant Deliver operations - MoE Budget allocation.

2. Activity B – Technical Assistance, Phare 0.2 MEUR, Framework Contract for Benchmarking and Market Research, MIS Computer equipment and related Capacity Building commissioning, testing, refining and training activities.

7.  Implementation Schedule

7.1  Start of call for proposals: 2nd quarter 2003
7.2  Start of project activity: 3rd quarter 2003
7.3  Project completion: 2nd quarter 2005

8.  Equal Opportunity

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed.

9.  Environment

Additional environmental compliance criteria will be incorporated into the Programme Appraisal Committee's (PAC's) evaluation matrix and scoring system for all measures as an integral part of the project selection process.

Guidance on the factors to be adopted for all Measures will make reference to environmental parameters developed through the EU ISPA and CBC programmes.

10.  Rates of return: not applicable

11.  Investment Criteria

11.1  Catalytic effect

There will be substantial synergy effects between the linked activities and the subsequent crosscutting sector effects will generate substantial catalytic development in support of the achievement of SOP, ROP and NDP priorities.

11.2  Co-financing

Final beneficiaries will be required to co-finance their projects at the rate of a:
- minimum of 50% in case of direct SME’s investment-based project support.
- minimum of 75% in case of indirect support of SME’s non-investment based activities.

11.3 Additionality
The EU SF principles of additionality are integral to the Finance MoU and Rules that will apply to the operation of the Grant Scheme.

11.3 Project readiness and size
As a direct result of the success of the SPP Priority B TDGS project the MoE as the Managing Authority is well prepared and primed to start the project at the earliest possible date.

11.4 Sustainability
The positive economic returns on public sector investment through the Grant Scheme concept have been demonstrated to be worthwhile through the experience of the EU SPP Priority B 'Pilot' TDGS. The Phare 2002 Programme will enable the longer-term benefits and multiplier effects to be appraised against objective achievement benchmark indicators.

11.5 Compliance with state aid provisions
Beneficiaries must comply with the legislation that prescribes the definition of an eligible SME. Otherwise applicants have to comply with the 'eligibility' criteria set out in the standard application forms developed and successfully applied under the SPP Priority B Pilot TDGS programme.

Beneficiaries are obliged to register the award of grants with the State Aid Body to ensure that no undue excess or overlapping of aid allocations occurs.

11.6 Contribution to National Development Plan
By establishing clear horizontal integration and co-operation responsibilities with between the MoE and MoCaRD, all projects and programmes considered under the TDGS will be appraised and evaluated within the context of SOP, that are de-facto in compliance with the NDP, consolidated ROP (s).

The process will be ensured through regular reporting to the NDP monitoring committees (National Monitoring Committee to NDP/CSF, Regional Monitoring Committees for ROPs and Sector Monitoring Committees for SOPs.

All will play an important role in the management of Structural Funds i.e. identifying priorities and reviewing the NDP before its submission to the SR Government and determining criteria for project selection financed within the ROP.

Training programmes under the auspices of the SPP A Part II and the MoCaRD’s RDGS programmes, amongst others, will ensure that members of the committees will be equipped with skills that will enable them to execute qualified decisions.

Extensive training will be delivered to these committees, guidelines for effective functioning of the committees will be developed and the members trained to utilise them in practice (ref. Activity 5).
12. **Conditionality and sequencing**

### LOGICAL FRAMEWORK PLANNING MATRIX FOR:

**TITLE: TOURISM DEVELOPMENT GRANT SCHEME**

<table>
<thead>
<tr>
<th>Overall Objectives</th>
<th>Objectively Verifiable Indicators</th>
<th>Source of Verification</th>
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<tbody>
<tr>
<td>To enhance Slovakia’s capacity to implement European Structural Funds programmes in the field of tourism.</td>
<td>Incremental and discernable convergence of pre-accession Phare procedures with the practices and norms of EU Structural Funding.</td>
<td>EU performance and audit appraisal of the MoE as the Managing and Implementing Agency for Tourism Development</td>
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<td>Progress Reports of the Joint Project Monitoring Committee</td>
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<td>Twinning advice under the Phare 2002 Capacity Building Programme.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Objectively Verifiable Indicators</th>
<th>Source of Verification</th>
<th>Assumptions</th>
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</thead>
<tbody>
<tr>
<td>To strengthen the Ministry of Economy's tourism development grant scheme operational and management capacities including the gradual delegation of appropriate functions to complimentary regional and local partner bodies to ensure the effective use of EU Structural Funds within the context of regional and sector operational programmes (ROP's and SOP's).</td>
<td>Qualitative and quantitative performance of grant disbursements under Phare 2002 Programme measured against the SPP Priority B TDGS benchmarks.</td>
<td>Managing Authority's monitoring and appraisal of project pipeline implementation, outputs and audits.</td>
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<td></td>
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<td>Actual investment multiplier effects generated from beneficiary co-financing.</td>
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</table>

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively Verifiable Indicators</th>
<th>Source of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>MoE's support to more optimal conditions within which SME tourism sector entrepreneurial activities can prosper will be indicated by a significant increase in complimentary activities by local and regional tourism associations created.</td>
<td>Targets and supporting interventions are established for target groups for each of the grant scheme measures.</td>
<td>Beneficiary project implementation results compared to targets and monitoring of effectiveness of interventions by Managing Authority</td>
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<tr>
<td>Benchmark indicators derived from Priority B TDGS Pilot programme are established.</td>
<td>Specific indicators of performance improvement are established.</td>
<td>Project pipeline monitoring provides quantifiable evidence of comparative performance.</td>
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<td></td>
<td>Improvement in day to day management and operations of grant scheme by MoE Secretariat</td>
<td>Response rate for each stage in the processing of applications and managing the project implementation cycle.</td>
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<tr>
<td></td>
<td>Improved data retrieval and</td>
<td>TA's for Benchmarking and Market Research and MIS are carried out as 'start-up' programme priorities.</td>
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</table>
- Customised TDGS Management Information System (MIS) is installed and the MoE's Grant Scheme Secretariat team is trained and applying the system to their day to day operational and management activities. This also facilitates improved grant scheme data/record retrieval and output in the form of regular publication of statistical abstracts.
- A better balance between investment and non-investment projects supported by the grant scheme will be achieved. Approximately 40-50 investment and around 60-70 non-investment projects will be set as a target.
- Best practice examples of product development will feature strongly in the 'output' results of the grant scheme and demonstrate both qualitative and quantitative improvements in the standard of tourism facilities.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
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<tbody>
<tr>
<td>A.1 Support the productive investment of SME's for the development of the tourism sector.</td>
<td>- Eligibility criteria for the award of grants are specifically structured to give priority support for investment based projects whose aim is to develop quality tourism products in the priority regions for which there is a proven market demand.. - Partnership Appraisal Committee (PAC) will favour projects produced through regional partnerships (e.g. Tourism Associations) in preference to independent initiatives.</td>
<td>- Phare 2002 Capacity Building Programme is implemented in tandem with the Phare 2002 Tourism development Grant Scheme.</td>
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<tr>
<td>A.2 Support for the activities of local and regional tourism associations and other private and public sector partnership organisations engaged in tourism sector development.</td>
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<tr>
<td>B.1 Benchmarking and Market</td>
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- Monitoring analysis.
- Approximation to target of 40-50 investment and 60-70 non-investment grants awarded.
- Grants awarded and level of co-financing committed by beneficiaries for the development of quality tourism facilities.
- Attitudinal surveys of applicants.
- Regular publication of statistical abstracts.
- Quality and commercial performance of projects awarded grants.
- Beneficiary business plans, market demand studies.
| Research. B.2 Management Information System (MIS) | • Commissioning of Framework Contract to facilitate rapid contracting of priority 'start-up' T.A. services. |  |

**Preconditions**

- Financial MoU and annexed EU PRAG Rules of Grant Scheme agreed and ratified and EU principles of additionality, concentration, programming, and partnership adopted by the MoE.
# TIME IMPLEMENTATION CHART FOR PROJECT

## Tourism Development Grant Scheme

<table>
<thead>
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<th>Sub-Projects</th>
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<td>Activity 3.</td>
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### Tourism Development Grant Scheme

#### Cumulative contracting and disbursement schedule in quarters

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<td>1.8</td>
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<td><strong>Disbursed</strong></td>
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