STANDARD SUMMARY PROJECT FICHE

1. Basic Information

1.1. CRIS Number: 2003/004-938-18
1.2. Title: DEVELOPMENT AND MANAGEMENT OF BUSINESS ZONES
1.3. Sector: Economic and Social Cohesion
1.4. Location: Republic of Slovenia

2. Objectives

2.1. Overall Objective:

The overall objective is to fostering balanced regional development in Slovenia, increasing economic capabilities of the regions with development problems.

2.2. Purpose of the project

The purpose of the project for the establishment of Business Zones in Slovenia is to facilitate national, regional and local socio-economic development. The developed supportive environment for the activities of SMEs in technological sectors will improve local institutional and infrastructure investment conditions for the creation of business zones and will assure ecological and economic prosperity of the regions.

2.3. Accession Partnership and NPAA priority

The objectives of the projects are in line with the objectives of the Accession Partnership (revised 2001), chapter on Economic criteria, promote competitiveness through marked based enterprise restructuring; stimulate domestic and inward investment by improving the business environment and the fulfilment of the Copenhagen criteria, development of a capacity to cope with competitive pressure.

At the NPAA (revised 2001) the project supports the main economic policy priorities, especially "strengthening development factors" in a long-term perspective: restructure public expenditure with a view to increasing accumulation of capital, both physical and human, support research and development, innovation and information technologies.

2.4. Contribution to the National Development Plan

The proposed Grant scheme is in line with the National Development Plan (December 2001), especially with the Development Priority I: Promotion of the corporate sector and competitiveness and the Programme 2: Increasing company competitiveness, (b) Internationalisation of companies and new investment. This programme features important elements aimed at increasing Slovenia’s attractiveness to foreign investments such as: destroying administrative barriers, providing more industrial land and improving access to it, giving financial investment incentives and providing for high quality services offered by Trade and Investment Promotion Office. At the same time the aim is to stimulate Slovene companies to form strategic alliances and establish production and market connections with companies from abroad, through their acquiring of new markets as well as through joint penetration of third markets. By providing the risk capital and human resource training Slovenia wishes to raise the level of investment in high-tech products.
2.5 Cross Border Impact
Not applicable.

3. Description

3.1 Background and justification

An important factor of success for the establishment of a Business Zone is the proper assessment of the existing local relevant infrastructure in physical, technical and socio-economic resources, as well as the offer of certain incentives and services for businesses for motivating them to move into a Business Zone. The most important incentives are usually of economic nature, i.e. a low price for the acquisition of land property or building, as well any direct or indirect forms of business financing support.

Through the Feasibility Study (PPF 9914-Škofic 20) the needs for creation of business zones have been recognised mainly by municipalities, which try to establish Business Zones in order to satisfy the following needs and demands:

- **Directly**, to provide organized and suitable space for the establishment and operation of different kind of businesses, mainly related to production activities that are not desired to operate in urban areas
  - To provide the general necessary infrastructure (water, electricity, telecommunication, sewage, etc.) to be used by each established business unit
  - To provide global services to businesses (i.e. management and marketing consulting, warehouse facilities, transportation services, etc.)

- **Indirectly**, the establishment of a Business Zone is desired to have certain of the effects below:
  - Promote and support the development of the existing and the creation of new businesses
  - Promote and support the creation of new employment possibilities in the region
  - Attract new investment
  - Achieve positive environmental impacts, since businesses are grouped in zones rather than being dispersed in different areas

In most of the regions in Slovenia, the authorities see the creation of Business Zone as the means to attract new companies because the development of SMEs is generally recognised as the major tool for job creation. One of the main obstacles that SMEs in Slovenia are facing towards growth is the acquisition of suitable premises, whereas the others are lack of financing, business support services and skilled personnel.

It will require very specific dedication and commitment from all those involved. The economy needs much more market led and production oriented enterprise. Entrepreneurial performance must be built on national sources of competitive advantage and in these respect locally managed companies still need special attention both in terms of infrastructure as well as in terms of support.

The creation of Business Zones after careful examination of the aspects presented above is certainly a recognised method to support job creation if the local and regional socio-economic characteristics are taken into consideration in relation to real market demands and combined with suitable political decisions. Therefore, it is clear why this strategy makes places as one of the criteria to select the sites for Business Zones the consideration of the National Employment Action Plan.
Unfortunately in many locations in Slovenia, very often the local authorities are either only partly or not at all in the position to make available sufficient capital and all these skills and the expertise needed for such a venture. The result is, as the survey carried out shows that up to now only very small business zones are created that have a limited impact on the country’s socio-economic development. Therefore the formation of appropriate alliances of local, regional and national key players, as well as the attraction of new investments remains a key issue on development of Business Zones.

The observed practice in Slovenia shows that in a few cases a good permanent management and administration structure arrangement is met and kept beside and beyond the classic maintenance of the infrastructure by a municipality. This is also in line with good practices in other countries and complies with the idea that a Business Zone requires proper management and administration as any entrepreneurial venture.

3.2 Linked activities

The project is in line with the Programme of Measures to promote Entrepreneurship and Competitiveness 2002-2006, programme Promoting entrepreneurship and utilising entrepreneurial opportunities; sub-programme Promoting an increase in building land available for industry.

- Phare PPF SL9914 “Strategic possibilities for the Development of Business zones in Slovenia"
- Project: Economic zones and spatial development of Slovenia

3.3 Results

The following quantifiable results will be achieved:

- Created new and/or upgraded existing business zones in at least four regions with local support in selected locations on the base of competitive criteria’s
- Developed training programme and trained staff for management of business zones
- Developed promotional and marketing plans for business zones.

3.4 Activities

Grant Scheme will be established on the principle of the future financing mechanisms of Single Programming Document, introducing the principles of programming, implementation, monitoring, evaluation and financial control and taking fully into account the principle of Additionality. Phare shall contribute to the objectives of the programme by co-financing the above-mentioned Grant Scheme. Non-refundable grants provided by the Grant Scheme shall be co-financed also by national contribution and local resources of the beneficiary.

The foreseen results will be achieved through the establishment of a grant scheme supported by Phare, national and local funds.

3.4.1 Eligible activities will be:

- Activities that supports preparatory activities for establishment of business zones

The cost of the following studies is eligible for funding under the present Grant Scheme:

- Pre-feasibility and feasibility study: answers to key questions of opportunities and threats, helping the manager to be ready to overcome numerous problems in the business zone design, implementation and management,
• Land ownership and land use inventory,
• Documents for changing physical plan: (1) plan of changes (to be approved in the Municipal Council), (2) technical study (including Environmental Impact Assessment, geo-mechanical structure, hydrogeology of the area, issues of special interest in the proximity of the business zone), (3) consents, (4) final document for Ministry of Environment and Spatial Planning (approval) and Municipal Council,
• Building Plan (or Design Conditions) which defines the Business Zone in details, specifies the infrastructure in the zone and the location of objects,
• Financial plan for financing Business Zone infrastructure: possibly, the infrastructure can also be financed through grants, loans or public-private partnership (private investment in public infrastructure),
• Each investor has to get building permit, possibly also Environmental Impact Assessment (for the activities, specifically listed in the regulation),
• Market opportunities for new investors: a presentation of the wider area of the Business Zones,
• Supply for the business zone: information on the employment possibilities (how many people live in the area, unemployment rate, education etc.), infrastructure and capacities, communication opportunities, services in the area.

• Activities that supports the investment funding of business zones

The following categories are eligible expenses qualifying for funding:
• Utility infrastructure
• Industrial power lines and stations
• Landscaping
• Access roads
• Construction of buildings
• Cost of land: the land acquisition expense is added to the scheme as own contribution and is not eligible for financing through Grant Scheme.

Indicators of achievement will be as follows:
- Creation of at least 4 business zones and/or related documentation
- At least 20 trained managers and other staff in management of business zones
- Prepared marketing and development plans for at least 4 BZ.

3.4.1. Eligibility and selection criteria

The eligibility and selection criteria will be in detail specified in the Guidelines for Applicants to Call for proposals according to the standard templates given in the practical Guide to Phare, Ispa and Sapard contract procedures. The specific Criteria for this grant scheme are incorporated in the standard template in order to have a more comprehensive picture and enhance the understanding.

This project includes a training element. It is pointed out that though this is eligible within the framework of a Phare project, that inside the future Single Programming Document (SPD) whereas the main element of the project will be financed by the ERDF, the training element would be included in a separate measure, financed by the ESF.
Eligibility criteria:

<table>
<thead>
<tr>
<th>ELIGIBILITY OF AREA, APPLICANTS AND PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The grant scheme is applicable nationwide.</td>
</tr>
<tr>
<td>1. Who can apply:</td>
</tr>
<tr>
<td>• Non-profit making organisations, non-governmental organisations, SMEs which do not make profits from the grant scheme, local and regional level organisations, municipalities based in the Republic of Slovenia.</td>
</tr>
<tr>
<td>2. The project partners can be profit or non-profit making governmental or non-governmental institutions eligible for Phare support.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ELIGIBILITY OF PROJECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Size of the project: co-financing from the grant scheme in the amount of EUR 50,000 to EUR 300,000 from Phare funds.</td>
</tr>
<tr>
<td>2. Duration of the project: The expiry date of the project should be at least three months before the expiry date of the programme as indicated in the Financing Memorandum.</td>
</tr>
<tr>
<td>3. The max. duration of the project will be 24 months.</td>
</tr>
<tr>
<td>4. The same project proposal must not receive more than one EC-funded grant.</td>
</tr>
<tr>
<td>5. Eligible activities: The project must relate to the following themes:</td>
</tr>
<tr>
<td>• Activities that support preparatory activities for establishment of business zones</td>
</tr>
<tr>
<td>• Activities that support the investment funding of business zones</td>
</tr>
<tr>
<td>6. Eligible costs: the costs of supply/works components necessary to reach the project purpose (justification must be available in the application); the costs of supplies/works for modernisation of the closely related infrastructure and the related public utilities; the costs of training and performance of management staff; costs of supply of related documentation. The supply/works component cannot exceed 75% of total eligible costs.</td>
</tr>
<tr>
<td>7. In case of SMEs, no hard investments are eligible in the projects.</td>
</tr>
</tbody>
</table>

3.5. Lessons Learned

Taking into consideration that in Slovenia exist over 40 support measures for SME development, there is only a single one which supports the development of Business zones and related services. The Feasibility Study shows that there is a need for concrete and substantial assistance in terms of development of Business Zones in Slovenia.

4. Institutional Framework

Implementing Authority with the overall responsibility for the program implementation will be the National Agency for Regional Development.

NARD as a co-coordinator for Social and Economic Cohesion program is obliged to monitor physical and financial implementation of this project including Phare and co-financing payments and report to the EC in regularly reports.

Implementing Agency will be MF, Central Finance and Contract Unit (CFCU)

Contracting Authority will be Ministry of the Economy. The ME will be responsible for the appropriate administrative, technical and financial implementation of the grant scheme. The ME will report to the Implementing Authority on the project physical and financial implementation (Phare, public co-financing) on the monthly basis for the whole project duration.

Steering Committee (JSC) of the Grant Schemes (GS)
ME will nominate SC in order to monitor and evaluate the progress of the proposed projects.

SC will approve the Grants TD and after the selection process is concluded (grants signed) it will monitor and evaluate the progress of the projects implementation. It will meet quarterly.

SC will be composed of:
Slovenian representatives: voting: ME (2), Slovenian Trade, Investment and promotion agency -STIPA (1), Ministry of Labour, Family and social affairs (1) and also representatives of the other relevant institutions might be included in the SC, observers: NARD, GOEA, ECD Slovenia and MF, CFCU.

The CA will nominate evaluation Committee.
Assessors: CA-s may nominate the assessors in order to assure the independent appraisal of the project proposals.

The project applicants will become the final beneficiaries of the results achieved.

5. Detailed Budget

<table>
<thead>
<tr>
<th>Phare Support</th>
<th>Investment Support</th>
<th>Institution Building</th>
<th>Total Phare (=I+IB)</th>
<th>National Co-financing</th>
<th>IFI*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Contract</td>
<td>2.0 M€</td>
<td>2.0 M€</td>
<td>0.67 M€</td>
<td>0</td>
<td></td>
<td>2.67 M€</td>
</tr>
<tr>
<td>Technical support - Service Contract</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2.0 M€</td>
<td>2.0 M€</td>
<td>0.67 M€</td>
<td>0</td>
<td></td>
<td>2.67 M€</td>
</tr>
</tbody>
</table>

Note: expenditure on equipment should be put under Investment

ME will co-finance the Grant Scheme in the amount of 0.67 M€.

6. Implementation Arrangements

6.1. Implementing Agency
Ministry of Finance - CFCU
Mr. Peter Škofic, PAO
Address: Beethovenova 11, 1502 Ljubljana, Slovenia
Tel: +386.1.478.63.05
Fax: +386.1.478.62.04

Contracting Authority
Ministry of Economy, Slovenian Trade and Investment promotion Agency
Mr. Matej Kovac, Director
Address: Kotnikova 28, 1000 Ljubljana
Tel.0038614783557
Fax. 00386 1478 3599
Implementing Authority NARD
National Agency for Regional Development
Mr Bojan Suvorov, Director
Address: Kotnikova 28, 1000 Ljubljana, Slovenia
Tel. +38614783670
Fax. +38614313360

6.2. Twinning
Not applicable.

6.3 Non-standard Aspects
Not applicable.

6.4 Contracts

1. Grant Scheme:
The number of contracts foreseen is up to 15. The minimum Phare contribution is 50,000 € and the maximum is 300,000 €.

7. Implementation schedule

<table>
<thead>
<tr>
<th>Component</th>
<th>Start of tendering</th>
<th>Start of project implementation</th>
<th>Completion of project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant scheme</td>
<td>2003 July</td>
<td>2003 September</td>
<td>2006 February</td>
</tr>
</tbody>
</table>

7.1. Start of tendering:
2 months after signature of the FM

7.2. Start of project activities:
4 months after the signature of the FM

7.3. Project Completion:
Not later then 3 months before the expiry date of the programme as stated in FM

8. Equal Opportunity

The proposed project will stimulate and support the initiatives that will promote the equality in terms of promoting and assuring equal opportunities by providing equal standards and physical infrastructure for business activities and will be in no way discriminatory in terms of gender, life style, religion or politics.

9. Environment

It is expected that projects will have no negative impacts on the environment.

10. Rates of return

Not applicable.
11. **Investment criteria**

11.1. **Catalytic effect**

The project will have a catalytic effect on socio-economic development.

11.2. **Co-financing**

The Ministry of Economy will provide national Co-financing in the amount of 670,000 EUR for the Grant Scheme.

The beneficiaries must participate with a 10% minimum own-financing. Phare and Slovene public authorities shall finance the public grant, which accordingly may not exceed 90% of the project costs. The Phare contribution will not exceed 75% of the eligible public grant.

No part of the eligible public grant, be it financed by Phare or by the Slovene public authorities, may cover payments towards or be offset against customs duties, import duties, taxes or fiscal charges having equivalent effect.

11.3. **Additionality**

The Phare funds will contribute and stimulate the positive administrative environment for entrepreneurship and will provide additionally funds to the existing national instruments in order to prepare the applicants on Structural funds.

11.4. **Project readiness and size**

The TD will be provided at latest 2 months after signature of the FM.

11.5. **Sustainability**

Long-term sustainability will be one of the selection criteria for projects. Only organisation being able to provide the sustainability of projects proposed will be supported.

11.6. **Compliance with state aids provisions**

Each state grant allocated by Slovenia, as stipulated in Article 65(4) of the European Treaty, is to be taken into account in the first four years of the treaty validity that Slovenia is to be considered as an area which is equal to Community areas, described in item 92/3) a of the Treaty on the European Union. All actions financed by Phare will be carried out in line with the Practical guide for Ispa, Sapard and Phare and will respect the state aid and competition provisions of the Europe Agreement.

11.7. **Contribution to the National Development Plan**

The proposed project, its objectives and activities foreseen are in line with the general streamlines of the National Development Plan (December 2001). See point 2.4. for detailed explanation.

12. **Conditionality and sequencing**

Main milestones in the implementation of the project are:

- Steering committee nomination
- Approval of TD for SC
- Short listing
- Nomination of Evaluation committee
- Evaluation
- Approval of evaluation report
- Contracting
- Implementation
- Call for Proposals for GS
- Selection of projects
- Contracting
- Implementation of projects by beneficiaries
- Monitoring of the implementation
- Reporting
**ANNEXES TO PROJECT FICHE**

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (compulsory)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)
4. Reference to feasibility/pre-feasibility studies. For all investment projects, the executive summary of the economic and financial appraisals, and the environmental impact assessment should be attached (compulsory)
5. List of relevant Laws and Regulations (optional)
6. Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc) (optional)
# LOGICAL FRAMEWORK MATRIX IN STANDARD FORMAT

**ANNEX I**

## LOGFRAME PLANNING MATRIX FOR

**Project:** Development and Management of Business Zones  
**Programme name and number:** Economic and social cohesion  
**Programme name and number:** 2003/004-938-18  
**Contracting period expires:** 30 November 2005  
**Disbursement period expires:** 30 November 2006  
**Total budget:** 2.67M€  
**Phare budget:** 2.0M€

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Objectively verifiable Indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
</table>
| The overall objective is to fostering balanced regional development in Slovenia, increasing economic capabilities of the regions with development problems. | Income and employment growth in the project areas | - Government reports on SME development and support  
- Commission evaluation reports  
- Commission regular reports  
- SME Observatory |

<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Objectively verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| The purpose of the project for the establishment of Business Zones in Slovenia is to facilitate national, regional and local socio-economic development. The developed supportive environment for the activities of SMEs in technological sectors will improve local institutional and infrastructure investment conditions for the creation of business zones and will assure ecological and economic prosperity of the regions. | Increase the land available for businesses by 50%  
Increase of the number pf enterprises in the business zones by 20% | - Performance reports  
- Governments report on progress of reducing the administrative obstacles  
- Statistical Office | The involved and partnership institutions must encourage the sustainability of the project.  
Functioning backward and forward linkages to relevant business sectors. |

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| - Created new and/or upgraded existing business zones in at least four regions with private support in selected locations on the base of competitive criteria’s  
- Developed training programme and trained staff for management of business zones  
- Developed promotional and marketing plans for business zones. | All contracts carried out in time and at the contracted level of quality including in particular the creation of following:  
- Creation of at least 4 business zones and/or related documentation  
- At least 20 trained managers and other staff in management of business zones  
- Prepared marketing and development plans for at least 4 BZ | - Regular progress and completion reports  
- Reports on monitoring and implementation of Grant Scheme and selected projects to be prepared | - Continued Government and local support to Business zones development  
- Continued interest on the part of business enterprises in the BZs |
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities that support preparatory activities for establishment of business zones</td>
<td>The cost of the following studies is eligible for funding under the present Grant Scheme:</td>
<td>High quality project management</td>
</tr>
<tr>
<td>Pre-feasibility and feasibility study: answers to key questions of opportunities and threats, helping the manager to be ready to overcome numerous problems in the business zone design, implementation and management,</td>
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</tr>
<tr>
<td>Market opportunities for new investors: a presentation of the wider area of the Business Zones,</td>
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<td></td>
</tr>
<tr>
<td>Supply for the business zone: information on the employment possibilities (how many people live in the area, unemployment rate, education etc.), infrastructure and capacities, communication opportunities, services in the area.</td>
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</tr>
<tr>
<td>Activities that supports the investment funding of business zones</td>
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<td></td>
</tr>
<tr>
<td>The following categories are eligible expenses qualifying for funding:</td>
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<td></td>
</tr>
<tr>
<td>Utility infrastructure</td>
<td>Utility infrastructure</td>
<td></td>
</tr>
<tr>
<td>Industrial power lines and stations</td>
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</tr>
<tr>
<td>Landscaping</td>
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<td></td>
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<tr>
<td>Access roads</td>
<td>Access roads</td>
<td></td>
</tr>
<tr>
<td>Construction of buildings</td>
<td>Construction of buildings</td>
<td></td>
</tr>
<tr>
<td>Cost of land: the land acquisition expense is added to the scheme as own contribution.</td>
<td>Cost of land: the land acquisition expense is added to the scheme as own contribution.</td>
<td></td>
</tr>
</tbody>
</table>

2.0M€ of Phare support to be matched by co-finance contribution of 0.67M€ from the national budget. 0.14 M € of Phare support for Service contract

Preconditions

- All required permits have been granted.
- National, local co-financing available, TD for Grant Scheme prepared.
### Detailed Implementation Chart

**Project: Development and Management of Business Zones**

<table>
<thead>
<tr>
<th>All components</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>D</td>
<td>D</td>
<td>D</td>
<td>T</td>
<td>I</td>
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</tbody>
</table>

**Key:***
- **D:** Design
- **T:** Tendering and Contracting
- **I:** Implementation
- **C:** Closure
### CUMULATIVE CONTRACTING AND DISBURSEMENTS

**SCHEDULE OF EU FUNDING**

**PROJECT: DEVELOPMENT AND MANAGEMENT OF BUSINESS ZONES**

In MEUR

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>CONTRACTING</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>DISBURSEMENT</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
</tbody>
</table>
ANNEX IV

REFERENCE TO FEASIBILITY / PRE-FEASIBILITY STUDIES

<table>
<thead>
<tr>
<th>STUDIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPF 9914-Škofic 20: Strategic possibilities for the Development of Business Zones in Slovenia</td>
</tr>
</tbody>
</table>

The general conclusions derived from the detailed analysis and synthesis taking into consideration the basic assumptions. It becomes clear that the investment for creating a standard size, non-specialized Business Zone in any part of Slovenia other then the high demand areas is an economically and financially sound investment. The Management Company can run the Business Zone without problems of deficit running and within a few years the whole operation could become a profitable one.

Today it is well know that organized and effectively run and operating Business Zones, constitute in many countries venues for SMEs development, economic growth, labor market support and means for attracting investment either of national or international origin.

The commissioning of this Feasibility Study is one of the first steps taken by the Slovene authorities in providing assistance of this nature to this important means of SME and entrepreneurial support. These two major objectives are well documented in the work presented in this study.

Concerning the development of projects for further Phare funding, the Feasibility Study is not in short supply. The suggestions are numerous and all of them are necessary and important for the development of Business Zone in the country. The study elaborates on three sites as example case studies and out of six suggested supportive measures presents. The case studies are to serve as benchmark examples. Which sites in Slovenia deserve Phare funding, how and when this can happen should become a process of bottom up approach; open to tendering procedures and proof by the concerned developers, public or private, that their plans are effective, viable and in a state of readiness for such support. The work presented in the Feasibility Study sets such selection criteria and provides the setting for their adoption and functioning in a selection process.

It is valuable to create, operate and implement a set of supportive measures such as a grant scheme to assist the creation of new Business Zones or upgrading existing ones. It is more effective and has wider applications and aids more beneficiaries to create, develop and fund a project of human resource training for the management and run of a contemporary and effective Business Zone network. With these instruments the Slovene authorities could amplify the benefits by providing support to a greater number of Business Zones in Slovenia. The provided suggestions for Business Zone development, falling within a set of widely known criteria and application requirements and within the national framework of Business Zones strategy are presented with the opportunity to compete for financial support from Phare and even later from the Structural Funds. This is the process widely used in other countries of the European Union, it is more effective and benefits a wider range of applications with a larger impact.
ANNEX V

LIST OF RELEVANT LAWS AND REGULATIONS

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## ANNEX VI

REFERENCE TO RELEVANT GOVERNMENT STRATEGIC PLANS AND STUDIES

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