

Draft

**Multi-Annual Work Plan
for the
Regional Competitiveness
Operational Programme**

Ministry of Industry and Trade



May 2008
ANKARA

This work plan is prepared by the Regional Competitiveness Programme Coordination and Implementation Centre in the Ministry of Industry and Trade which is the Operating Structure of the Regional Competitiveness Operational Programme.

The aim of this work plan is to outline the activities to be carried out by the Centre at the level of priorities and measures along with the horizontal issues and to provide a strategic guidance to the staff of the Centre as well as the members of the Sectoral Monitoring Committee (SMC) within the implementation period of the programme.

The Multi Annual Work Plan includes summaries of progress achieved within the preparation of first package of operations, Technical Assistance Plan (TAP), Sectoral Annual Implementation Report (SAIR) and Communication Action Plan (CAP).

The list of first package of operations, TAP, SAIR and CAP are attached as the annexes to the Multi Annual Work Plan.

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1. Introduction

The instrument for Pre-accession Assistance (IPA) was introduced with the adoption of Council Regulation (EC) No 1085/2006 on 17 July 2006¹. The implementation provisions of this regulation are set out in the Commission Implementing Regulation² (EC) 718/2007. IPA aims to provide a coherent framework for assistance to the candidate and potential candidate countries.³

During 2007-2013 period, Turkey will prepare itself for the implementation of Structural and Cohesion Fund programmes through the experience gained in the implementation of IPA.

In order to benefit from the assistance provided under IPA certain programming documents should be prepared both by the European Commission and Turkey and sufficient administrative capacity and structures should be established.

The main strategic planning document prepared by the Commission is the “*Multi-annual Indicative Planning Document*” (MIPD)⁴, where the major areas of intervention and the main priorities are presented by the Commission. This document ensures the consistency and coordination of the activities which will be carried out by Turkey within the IPA process.

Another EU strategic document is the “*Multi-Annual Indicative Financial Framework*” (MIFF) which is designed to provide information on the indicative breakdown of the overall IPA envelope by country and component.

Within the framework of the IPA Regulations, MIPD and MIFF, the “*Strategic Coherence Framework*” (SCF) covering 2007-2013 period was prepared under the coordination of State Planning Organisation (SPO) as the Strategic Coordinator.

The SCF, as a major strategic document, takes into account the priorities of Turkey mentioned in the 9th Development Plan and those of the EU as stated in major policy documents. It will ensure consistency and complementarity between National and Community priorities.

Under the SCF, four Operational Programmes with three years budgeting perspectives have been prepared by the relevant line- Ministries acting as Operating Structures with the active participation of the stakeholders and adopted by the Commission before the end of 2007.⁵ The programmes and the responsible Ministries are given below:

- ✓ Environment Operational Programme (Ministry of Environment and Forestry)
- ✓ Transport Operational Programme (Ministry of Transport)
- ✓ **Regional Competitiveness Operational Programme (Ministry of Industry and Trade)**

¹ O.J. 31.07.2006

² O.J. 29.06.2007

³ Candidate Countries: Turkey, Croatia, Macedonia

Potential Candidate Countries: Bosnia-Herzegovina, Albania, Serbia, Montenegro and Kosovo

⁴ Commission Decision C(2007)1835 of 30/04/2007 on a Multi-annual Indicative Planning Document (MIPD) 2007-2009 for Turkey

⁵ Commission Decision of 29/11/2007 adopting the multi-annual operational programme “Regional Competitiveness” for Community assistance from the Instrument of Pre-Accession Assistance for the Regional Development component in Turkey.

- ✓ Human Resources Development Operational Programme (Ministry of Labour and Social Security)

The Ministry of Industry and Trade is responsible for the preparation, management, implementation, monitoring, evaluation and control of the programme as the Operating Structure of the Regional Competitiveness Operational Programme.

2. A Review of Progress to date

The discussions on the “*Instrument for Pre-Accession Assistance*” have started with the Turkish authorities in *January, 2005*. Through the Instrument for Pre-Accession Assistance, it was foreseen to integrate previous pre-accession assistance instruments under a single instrument for candidate and potential candidate countries. The Council of the European Union adopted IPA Regulation No 1085/2006 on 17 July 2006. The objective of this regulation is to maintain the candidate and potential candidate countries' progressive alignment with the standards and policies of the European Union, with a view to membership. This regulation entered into force on 1 August 2006 and will be applied from *1 January 2007 to 31 December 2013*. The implementing regulation of the IPA Regulation was adopted by the Commission on *12th June 2007*.

On the other hand, since 2006, the line Ministries as the Operating Structures and other public institutions within the IPA process started to set up their internal management and control systems.

Therefore, the Ministry of Industry and Trade has established an “IPA Working Group” composed of EU Experts and engineers from different Directorates General of the Ministry by a Ministerial Consent in May 2006 in order to prepare the Regional Competitiveness Operational Programme.

The Operational Programme prepared by this Working Group was approved by the Commission on 29th November, 2007.⁶ After the approval of the RCOP, the Ministry has transformed the “IPA Working Group” into a “**Regional Competitiveness Programme Coordination and Implementation Centre - RCP-CIC**” by a new Ministerial Consent dated 3rd December 2007 and the human resources capacity of this Centre was also increased through the assignment of the new staff.

Four departments and one shadow department have been established under the Centre. (See the Organizational Chart of the Centre in *Annex I*) Functions and responsibilities of each department have been defined and the heads of each department have been appointed. Furthermore, job descriptions of each staff were prepared.

Another crucial point in IPA is the beginning of the accreditation process for all necessary management and control systems established in accordance with the relevant EU requirements. The accreditation process is being coordinated by the National Authorizing Officer (NAO), Undersecretary for Treasury. The first two phases of the accreditation process, gap assessment and gap plugging, were completed. Turkey is now in the third stage, which is compliance assessment.

⁶ For the whole text of the OP, See “<http://ipa.stb.gov.tr/Dosyalar/OpIngilizce.pdf>”

The establishment of a Sectoral Monitoring Committee (SMC) is another legal requirement of IPA legislation. The first meeting of the (Shadow) SMC for the Regional Competitiveness Operational Programme was held on 27th of November 2007. During the first meeting, the composition of the Committee, the provisional internal rules of procedures, provisional membership mechanism, the members of the Project Selection sub-Committee and the general project selection criteria have been approved by the members of the Committee. (Please see *annex 2*)

In order to inform the potential beneficiaries about the funding opportunities under the OP promotional events are being carried out. Within the framework of the State Planning Organization's technical assistance project⁷, the Ministry of Industry and Trade has taken part in regional conferences on IPA and Operational Programmes which were held in Şanlıurfa, Van, Samsun, Erzurum, Gaziantep and Malatya.

A web site which is both Turkish and English has been established under the official web-site of the Ministry (<http://ipa.stb.gov.tr/en>)

3. Work Programme

The first programming period of the Operational Programme for Regional Competitiveness covers the years between 2007 and 2009. Thus, the Operational Programme has a very strict and limited timeline for implementation which will directly put pressure on the quality and the quantity of the foreseen activities for each measure. In addition to this limited timeline, there are some assumptions and risks which have to be taken into consideration by the Ministry of Industry and Trade while moving into the implementation phase of the Programme.

Some of these critical assumptions and risks which might cause delays in the actual implementation of the programme are as follows;

The risks are as follows,

- ✓ Delay in the accreditation of the management and control systems established in Turkey for the IPA,
- ✓ Delay in the signature of the Framework Agreement between EU and Turkey,
- ✓ Delay in the signature of the Financial Agreement on the programme base,
- ✓ Late ratification of the Agreements by Turkish Grand National Assembly,
- ✓ Existence of the strict provisions with regard to budgetary implementation of the programme (n+3 rule)
- ✓ Insufficient response from stakeholders to the programme's intervention strategy, resulting in inadequate or insufficient quality or numbers of projects put forward.

The assumption is as follows,

- ✓ The conferral of decentralised management and conclusion of framework agreement and financing agreement will be concluded by (November 2008?), to permit the

⁷ Support to State Planning Organization to Build Capacity at Central, Regional and Local Level to Implement Economic and Social Cohesion Measures

effective start of implementation of operations and generation of expenditure by that date

This “Work Plan” is covering five years period (2008-2012) and has been designed within the framework of these limitations. The logic of this work plan is based on the current developments within the IPA process and on the above mentioned assumptions and risks.

Any delay in the accreditation process and signature of the related agreements will directly shift time schedule of all the activities. On the other hand, the time limitation for implementing the programme directly effects the composition, budget, targets and number of the operations which will be funded by the programme.

Nevertheless, in this work plan, indicative financial tables for the periods of 2008 and 2012 were inserted in order to establish a basis for a prior financial planning. The financial constraints and restrictions which resulted from the time pressure were tried to be reflected to this financial table. Therefore, the most optimistic and earliest possible date to start spending money seems to be the first quarter of 2009 and the latest date to start the last projects of this programming period seems to be the second half of 2010 (if the average life of a project is assumed as 3 years and the end of the programme is 2012).

Therefore, in this programming period almost all of the projects (with a total amount of 186 million Euros) should be started between the end of 2008 and first half of 2010 and this should be reflected in the financial table by taking these time schedules into account.

3.1. Three Different Packages Approach

There are some approaches for the determination of the projects which will be financed under the Operational Programme for Regional Competitiveness.

As the Operating Structure, The Ministry of Industry and Trade has the overall responsibility for managing and implementing the programme in accordance with the sound financial management. In this programming and implementation process, the Ministry should set up a selection committee for each call for proposals which will analyze and select proposals and recommend to the Ministry. After this recommendation, the Ministry has the right to decide whether to approve the results of the selection procedure and state the reasons for its own decision.

For the selection of the projects, Article 158 of IPA Implementing Regulation indicates that; *“all operations which are not major projects and which are implemented by final beneficiaries other than national public bodies shall be selected through calls for proposals. The selection criteria shall be drawn up by the Operating Structure and shall be published with the call for proposals.”*

Taking all these responsibilities and tasks into consideration, the RCP–CIC has designed three different packages covering all measures in order to increase the absorption capacity of the whole programme. The first package of projects will fundamentally differ from the second and the third packages.

The main inputs lying under the difference of the ***first package*** are as follows

- ✓ The strict time for implementing the projects,

- ✓ Limited time for the second Sectoral Monitoring Committee (SMC) meeting since the members of the SMC will be informed about the list of projects financed under the RCOP,
- ✓ The limited experience on project pipeline management of the Country and the Ministry within the IPA process.

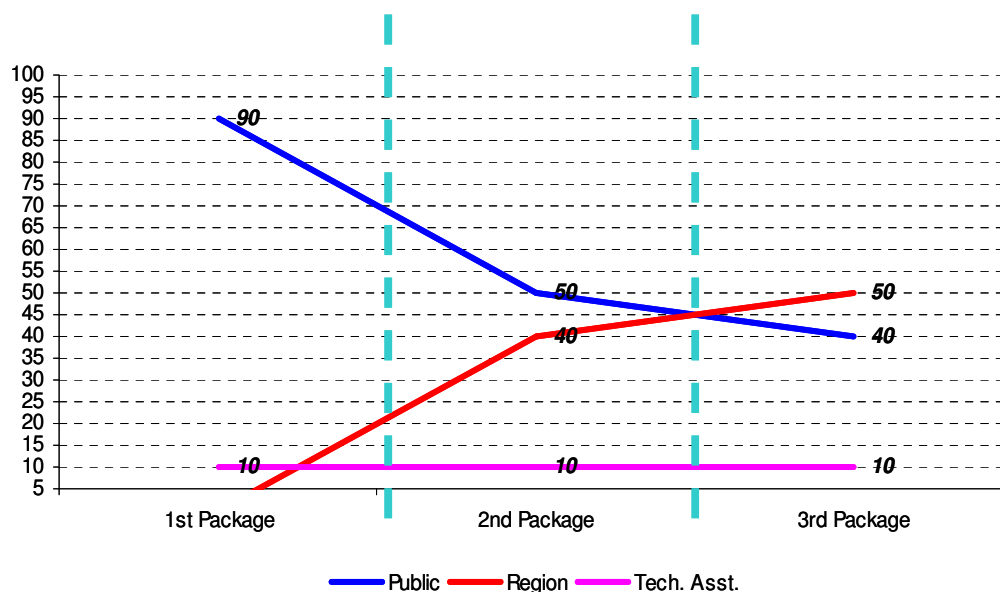
In order to design the first package, the RCP-CIC had several meetings with the “*national public bodies*” (e.g: Small and Medium Industry Development Organisation - KOSGEB, The Scientific and Technological Research Council of Turkey- TUBİTAK, National Productivity Centre – MPM, Undersecretary for Treasury, Ministry of Culture and Tourism, Credit Guarantee Fund, Technology Development Foundation of Turkey - TTGV, Turkish Development Bank, Southeastern Anatolia Project (GAP) Regional Development Administration, Undersecretary for Foreign Trade, etc.) which have submitted a project proposal to the call for project proposal launched by SPO in early 2007.

In those meetings, it was agreed that these institutions already submitted project proposals to the SPO's call for project proposals will revise their proposals according to the final version of the RCOP and they will submit revised or totally new Operation Identification Sheets (OIS) to the Ministry as soon as possible.

The RC-CIC has finalized the meetings with the mentioned institutions by first half of April and submitted the list of operations on 22nd of April to the Commission representative in order to be evaluated. The list includes totally 14 operations and the prioritized project proposals total budget was nearly 95 million Euros. On the other hand, the list was also shared with the Strategic Coordinator. (Please see *annex 3*)

Therefore, the first package will include mostly public oriented operations. In order to increase the absorption and to balance project beneficiaries between central and local beneficiaries, the share of public oriented operations will decrease by time and in contrary to this the local oriented operations will take more shares over time. Please see the graphic 1.

The following packages will have fundamental differences from the first package. The second and third packages will be composed of the projects of national, regional and local public and non governmental organizations, which will be collected by the calls for project proposals launched by the Ministry in late 2008 and early 2009.

Graphic 1: Indicative progress in the composition of the packages⁸

There will be a certain amount of share of the public oriented operations in the pipeline because of the nature of the measures and eligible actions foreseen in the Operational Programme. Some of the measures have horizontal nature such as Measure 1.2. – Establishment and Development of Financial Instruments-, Measure 2.1. - Providing basic information and consultancy supports for enterprises that requires umbrella projects of national public institutions to cover the whole target region, while some measures have vertical nature such as 1.1. – Development of Industrial Infrastructure that project proposals for this measure would be from national, regional and local public institutions and NGOs representing SMEs.

The tentative programme developed for the first package can be seen in *Annex 4.*

The tentative programme developed for the second and third package can be seen in *Annex 5.* and *6.* respectively.

On the other hand, since the IPA system in Turkey has not been accredited yet and the budget allocation for this priority in the OP couldn't be used for our needs, several technical assistance projects started to be prepared in order to meet the short term technical assistance needs of the RCP - CIC to be submitted to the currently available EU programmes such as TAIEX, MATRA Pre-Accession Projects Programme and SEI – Support to European Integration Programme.

Up to date; three study visit project proposals have been submitted to TAIEX to obtain information on the activities carried out by a managing authority of a Member State in terms of programming, monitoring, evaluation, technical implementation, contracting and financing. The overall objective of these proposals is to exchange the experiences within the context of administrative structures. If these projects will accepted, the estimated time for the realisation is the third quarter of the 2008.

⁸ The shares of the operations are indicative.

Also a project proposal called “Support to Ministry of Industry and Trade (MoIT) for the proper implementation of the Regional Competitiveness Operational Programme” has been submitted to MATRA Pre-Accession Projects Programme to establish an effective and operational capacity for the MoIT at central and regional level for the proper implementation of the RCOP. Foreseen outputs of this project are;

- ✓ defining the state of play regarding the short term training needs of the central, regional and local stakeholders,
- ✓ improvement of the administrative capacity of the operating structure and relevant national public bodies within the meaning of the implementation of the RCOP.
- ✓ improvement of the administrative capacity and the awareness of the regional and local stakeholders on the content of RCOP through the preparation of a training need analysis report, preparation of workshops, training seminars, informative conferences at central and local level and publication / dissemination of booklets and brochures to the relevant stakeholders. The envisaged commencement date of this project is 2009.

In addition to the above mentioned projects, two Terms of Reference (ToR) have been prepared by the RCP – CIC to be financed under SEI Framework Contracts (FwC). Within the framework of these ToRs, several activities that are necessary for the timely and proper implementation of the RCOP will be carried out. The total duration of these FwCs will be max 6 months and it is foreseen that the activities planned under these contracts will be started in July 2008.

Main activity planned under these FwCs is organization of 13 publicity and training seminars at the target region with an agenda including;

- ✓ the general presentation of IPA structure and specifically the context of RCOP, logic and tools of project preparation,
- ✓ general information on project cycle management,
- ✓ instructions for the filling out of operation identification sheets,
- ✓ Preparation of ToR by using standard templates,
- ✓ Preparation of additional documents necessary for project application such as feasibility studies, cost and benefit analysis, environmental impact assessment etc.

Following these publicity and training seminars, “help desks” - consisting sectoral experts and officials from the RCP - CIC - will be established also in the same 13 provinces for to evaluate projects that are prepared during the training seminars and developed till the time up to the establishment of help desks. As a complementary activity, booklets / brochures about RCOP and training guidelines on project preparation and management will be published and disseminated.

ToRs, technical specifications and tender documents of the first package of projects and the Technical Assistance Plan will also be prepared under these FwCs. Furthermore, training programme for the staff of the RCP – CIC and the Members of the Project Selection Sub-Committees on the project appraisal and selection will be organised under these FwCs.

Besides, the RCP-CIC has prepared the Technical Assistance Plan (TAP) in order to manage the Technical Assistance measures of the RCOP. Under the TA Plan which covers 2008 – 2012 period, four main activities will be carried out aiming to improve the capacity of the Operating Structure and beneficiaries, to support the establishment of the Monitoring Information System (MIS) and the Finance and Contracts Unit and to publicise the RCOP. Activities foreseen under the TA Plan will be performed through several procurement contracts including service, IT development and equipment supplies. (For TA Plan see **Annex 7**.)

In accordance with Articles 61 and 169 of IPA Implementing Regulation, Monitoring and Evaluation Department of the RCP – CIC shall prepare sectoral annual reports on implementation for each financial year covering the qualitative and quantitative progress made in implementing the OP, priority axes and measures. These reports will be approved by the Sectoral Monitoring Committee (SMC). Once these reports have been approved by the SMC, they will be sent to the Commission by the end of June each year at the latest.

In this respect, draft version of the first Sectoral Annual Implementation Report covering the process undertaken for the preparation and approval of the RCOP has been prepared according to the template provided by the Commission. It will also be discussed during the second meeting of the shadow SMC which will be held on 5th of June 2008. After getting approval of the SMC members it shall be submitted to the Commission by 30 June 2008 at the latest.

The Communication Strategy (CS) and Action Plan (CAP) covering 2007-2013 period has been prepared within the framework of SPOs' technical assistance project. (Please see **annex 9**)

3.2. Activities of first package

The activities carried out for the first package can be separated into two main groups. The first group of activities has “horizontal” nature which includes institutional set up of the Operating Structure, accreditation, informative and promotional activities and Sectoral Monitoring Committee meetings. Horizontal activities are independent and precondition for implementing the programme. They are also cross-cutting issues in terms of country level activities.

The main differences of the first package from the following packages are as follows;

- ✓ Identification of potential beneficiaries,
- ✓ Information Meetings with Potential Beneficiaries
- ✓ Identification of Potential Projects

The main activities which will be carried out by the responsible institution/department are explained in details in **Annex 4,5 and 6** for the following packages.

In summary, the main activities are as follows;

- ✓ *Preparation of Call for Projects (Publicity Activities)(except first package)*
- ✓ *Launch of Call for Projects(except first package)*
- ✓ *Submission of Project Proposals*
- ✓ *Evaluation and Selection of Project Proposals*
- ✓ *Preparation of Project Fiches and/or ToR documents*
- ✓ *Signature of Operational Agreement with beneficiaries*
- ✓ *Preparation of Tender Dossiers*
- ✓ *Supply (Technical Specifications)*
- ✓ *Service*
- ✓ *Works (Feasibility, CBA, EIA, Technical Specifications)*
- ✓ *Launch of Tenders*
- ✓ *Evaluation of Tenders*
- ✓ *Signature of Contracts with Contractors*
- ✓ *Advance Payment to Contractors*
- ✓ *Execution of Contracts*
- ✓ *Monitoring of Activities*
- ✓ *Interim Payments*
- ✓ *Finalization of Implementation*
- ✓ *Final Payments*

3.3. Tendering through suspension clause

As already mentioned above, the Operational Programme has a very strict and limited timeline for implementation. It is desired therefore the project generation is accelerated as much as possible with the launch of tenders and calls for proposals in advance of the conferral of decentralised management and signature of the financing agreement through the use of a suspension clause.

Article 34 (Eligibility of Expenditure) of IPA Implementation Regulation states that: *"Launch of calls for proposals or calls for tenders may also be eligible prior to the initial conferral of management and after 1 January 2007, subject to this initial conferral of management being in place within the time limits defined in a reserve clause to be inserted in the operations or calls concerned, and subject to prior approval of the documents concerned by the Commission."*

In accordance with the Article 34 of the IR, to be eligible for benefiting from IPA funds, contracts can only be signed and/or expenditure can only be incurred and payments made after the Commission decision on conferral of management.

The launch of calls for proposals and tenders prior to the initial conferral of management is foreseen by the Article 34 of the IR as preparatory measures to allow for the signature of contracts and expenditure after the conferral of management and signature of the financing agreement.

Therefore, according to the Article 34 and taking into account the official letter dated 9 April 2008 of Delegation of European Union Commission to Turkey regarding the IPA Calls for tenders/ proposal with a suspension clause, the RCP-CIC has an intention of using reserve clause (suspension clause) for launch of tenders and calls for proposals. This means that the over all work plan in terms of implementation of the operations was based on this assumption.

4. Plan for Programme Monitoring and Evaluation

Programme based monitoring activities will be carried out by the Monitoring and Evaluation Department of the RCP-CIC. The Sectoral Monitoring Committee (SMC) has also a “monitoring mission” at the level of programme. The SMC will meet at least twice in a year. The work programme also covers the tentative meeting agenda of the SMC.

On the other hand, monitoring of the implementation of the Work Plan will be done by the Programming Department. In order to monitor the implementation of the activities foreseen in the Work Plan, monthly meetings will be organized by the Programming Department with the participation of the relevant departments within the RCP-CIC. Furthermore, each department will periodically report to the Programming Department the progress achieved in the implementation of the activities under their responsibility.

The Head of each Department will also ensure that inconsistencies, irregularities, deviations or delays in the work plan are raised promptly and addresses according to the procedure in place.

The Head of Programming Department shall follow the implementation of the Work Plan and shall:

- ✓ ensure that related corrective measures are defined and agreed on,
- ✓ ensure the implementation of the related corrective measures through various actions among which modifications in the work plan may often be required.

5. Annual Budget - Indicative

The overall budget interaction between EU and Turkey is defined in the Chart.

Chart: Flow of Funds (Euro)

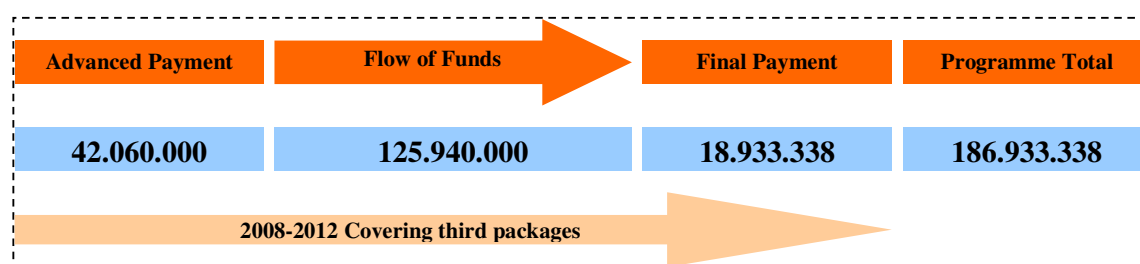


Table 1: First Package (mid 2008)

Package	Priority - Measure	EU Contribution (Million Euro)	National Contribution (Million Euro)	Total
I	Priority 1	31.124.401	10.374.800	41.499.201
	Measure 1.1.	7.781.100	2.593.700	10.374.800
	Measure 1.2.	10.893.540	3.631.180	14.524.720
	Measure 1.3.	7.781.100	2.593.700	10.374.800
	Measure 1.4.	4.668.660	1.556.220	6.224.880
	Priority 2	8.412.000	2.804.000	11.216.000

	Measure 2.1.	5.047.200	1.682.400	6.729.600
	Measure 2.2.	3.364.800	1.121.600	4.486.400
	Priority 3	2.523.600	841.200	3.364.800
	Tech. Assist.	2.523.600	841.200	3.364.800
	Global Total	42.060.001	14.020.001	56.080.001

Table 2: Second Package (mid 2009)

Package	Priority - Measure	EU Contribution (Million Euro)	National Contribution (Million Euro)	Total
II	Priority 1	40.552.001	13.517.334	54.069.335
	Measure 1.1.	10.138.000	3.379.333	13.517.334
	Measure 1.2.	14.193.200	4.731.067	18.924.267
	Measure 1.3.	10.138.000	3.379.333	13.517.334
	Measure 1.4.	6.082.800	2.027.600	8.110.400
	Priority 2	10.960.000	3.653.333	14.613.334
	Measure 2.1.	6.576.000	2.192.000	8.768.000
	Measure 2.2.	4.384.000	1.461.333	5.845.334
	Priority 3	3.288.000	1.096.000	4.384.000
	Tech. Assist.	3.288.000	1.096.000	4.384.000
	Global Total	54.069.335	18.266.667	73.066.669

Table 3: Third Package (early 2010)

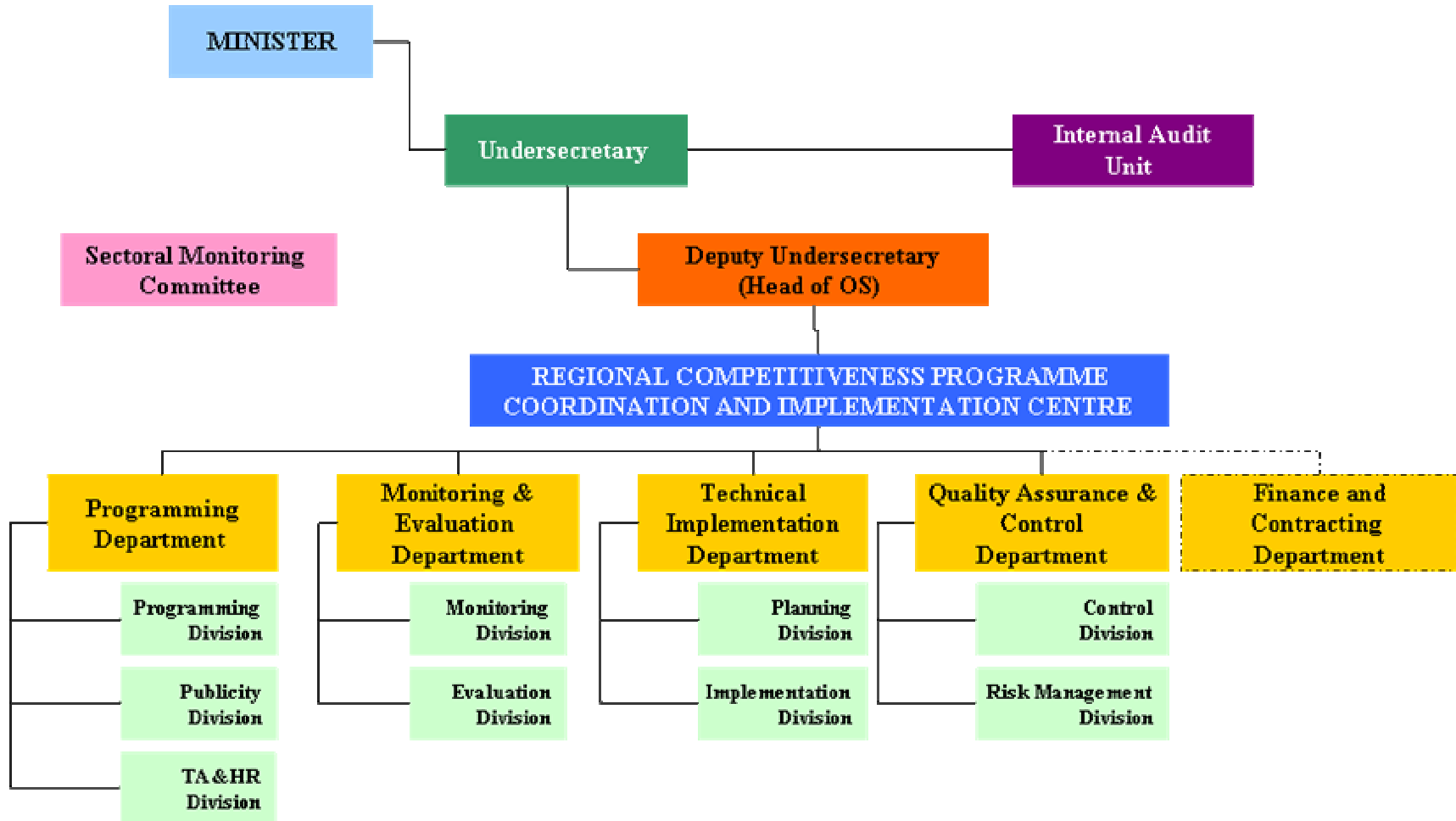
Package	Priority - Measure	EU Contribution (Million Euro)	National Contribution (Million Euro)	Total
III	Priority 1	32.071.601	10.690.534	42.762.134
	Measure 1.1.	8.017.900	2.672.633	10.690.534
	Measure 1.2.	11.225.060	3.741.687	14.966.747
	Measure 1.3.	8.017.900	2.672.633	10.690.534
	Measure 1.4.	4.810.740	1.603.580	6.414.320
	Priority 2	8.668.000	2.889.333	11.557.333
	Measure 2.1.	5.200.800	1.733.600	6.934.400
	Measure 2.2.	3.467.200	1.155.733	4.622.934
	Priority 3	2.600.400	866.800	3.467.200
	Tech. Assist.	2.600.400	866.800	3.467.200
	Global Total	43.340.001	14.446.667	57.786.668

Table 4: Full Programme (2007-2009)

Years	Priority - Measure	EU Contribution (Million Euro)	National Contribution (Million Euro)	Total
2008-2012	Priority 1	103.748.003	34.582.668	138.330.670
	Measure 1.1.	25.937.001	8.645.667	34.582.668
	Measure 1.2.	36.311.801	12.103.934	48.415.735
	Measure 1.3.	25.937.001	8.645.667	34.582.668
	Measure 1.4.	15.562.200	5.187.400	20.749.601
	Priority 2	28.040.001	9.346.667	37.386.668
	Measure 2.1.	16.824.000	5.608.000	22.432.001
	Measure 2.2.	11.216.000	3.738.667	14.954.667
	Priority 3	8.412.000	2.804.000	11.216.000
	Tech. Assist.	8.412.000	2.804.000	11.216.000
	Global Total	140.200.000	46.733.335	186.933.338

Institutional Set-up of OS

INSTITUTIONAL SET-UP OF THE OPERATING STRUCTURE



Work Plan for Third Package

Annex 6

			2009												2010												2011				2012					
ACTION		Responsible Institution Department	Financial Target (Euro)	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
OPERATIONAL	3rd Package (Call for Project Proposals - 2009)	Preparation of Call for Projects (Publicity Activities)	Programming	■	■	■	■	■	■																											
		Launch of Call for Projects	Programming							■																										
		Submission of Project Proposals	Programming									■	■	■																						
		Evaluation and Decision of Project Proposals	Programming												■	■																				
		Preparation of Project Fiches and/or ToR documents	Progr.+Tech. Imp.														■	■	■																	
		Signature of Operational Agreement with beneficiaries	Tech. Impl.																	■																
		Preparation of Tender Dossiers	CFCU+Tech. Imp.																	■	■	■	■	■	■	■										
		Supply (Technical Specifications)	CFCU+Tech. Imp.																	■	■	■	■	■	■	■										
		Service	CFCU+Tech. Imp.																	■	■	■	■	■	■	■										
		Works (Feasibility, CBA, EIA, Technical Specifications)	CFCU+Tech. Imp.																	■	■	■	■	■	■	■										
		Launch of Tenders	CFCU																		■	■	■	■	■	■										
		Evaluation of Tenders	CFCU																			■	■	■	■	■	■									
		Signature of Contracts with Contractors	CFCU																			■	■	■	■	■	■									
		Advance Payment to Contractors	CFCU																				■	■	■	■	■									
		Execution of Contracts	Tech. Imp.+Qu. As.																				■	■	■	■	■	■	■	■	■	■	■	■	■	■
		Monitoring of Activities	Mon.& Eva.De.+Qu.As.																					■	■	■	■	■	■	■	■	■	■	■	■	■
Interim Payments	Mon.& Eva.Dept.																									■	■									
Finalisation of Implementation	Tech. Impl.+CFCU																															■	■			
Final Payments	Tech. Impl.+CFCU																																■	■		