Standard Summary Project Fiche for the Transition Facility

1. Basic Information

1.1 CRIS Number: 2007/019-303.05.03

Twinning light contract BG/07/IB/JH /03/TL

1.2 Title: Development of the institutional capacity of the Ministry of Interior for building up the VIS national interface for connecting Border Control System and Visa System to EU Visa Information System and for connecting Visa system to VISION Network.

1.3 Sector: Justice and Home Affairs

1.4 Location: Computer Technologies Institute, Ministry of Interior, Republic of Bulgaria

2. Objectives

2.1. Overall objective

Compliance of the Republic of Bulgaria to the requirements of the Schengen and EU acquis, acceding to the Schengen convention and lifting of controls at the internal borders.

2.2. Project Purpose

Further development of the VIS national interfaces for connecting the Border control and National Visa systems to VIS

2.3. Justification

This project is in conformity with:

- The Comprehensive Monitoring Reports from May 2006 and September 2006;
- The National Schengen Action Plan;
- The European Council Catalogue "Catalogue of recommendations for the correct application of the Schengen *acquis* and best practices: Issuing of visa" as a recommendation to the new EU member states, makes a reference to training the personnel and users of the Schengen information system;
- Council Regulation (EC) No 1683/95 of 29 May 1995 laying down a uniform format for visas;
- Common Consular Instruction on visas for the diplomatic and consular posts (2005/C 326/01).

The project is in line with the priorities of the Comprehensive Monitoring Report from May 2006 related to the overall objective of this project and visa policy in Republic of Bulgaria: "Bulgaria now participates in all VIS-related working groups and technical meetings and this should help to ensure that its national visa system is correctly aligned with VIS requirements."

"Significant progress has been made in the area of visa policy and Bulgaria now generally meets the commitments and requirements arising from accession negotiations in this area.

Significant progress has been made in the area of Schengen and future EU external border. However, further steps are still needed in order to complete the preparations for accession, in particular to fully implement the Integrated Border Management Strategy and the Schengen Action Plan 2006-07."



The objectives to be reached will enable the Republic of Bulgaria to present at the time of Schengen evaluation a coherent and effective organization of the visa issuance, border control and of the fight against illegal immigration, trafficking in human beings and terrorism in conformity with the Schengen Acquis, as stressed in the Comprehensive Monitoring Report from September 2006:

"Bulgaria remains a country of transit and origin for the trafficking of human beings. Trafficking of new born babies involving pregnant women giving birth abroad has not been halted. The absence of reliable registration mechanisms leads to a lack of clear information on trafficked persons and the number of missing persons".

The effective fight against illegal migration, trafficking in human beings and all forms of crime at national and EU level are the main priorities defined in the Schengen Action Plan and are closely related to the development of reliable national information systems and adequate interface for monitoring and analysis of relevant data. For these reasons, the Republic of Bulgaria needs a continuous help of a Schengen area's Member State which handles the 'acquis communautaire' and the best practices in this framework.

3. Description

3.1. Background and justification

The European Union shall ensure the free movement of persons and a high level of security. In this context important issues are:

- fight against counterfeiting of visas and travel documents;
- biometric verification of visa holders identity;
- biometric identification of persons;

Implementations of these measures will diminish threats of terrorism and crime and will improve the control over illegal immigration, establishing an area of freedom, security and justice.

To achieve the common objectives Bulgaria is working on implementation of European Council Regulations:

- Regulation (EC) No 1683/95 laying down a uniform format for visas;
- Regulation (EC) No 1030/2002 laying down a uniform format for residence permits for third-country nationals;
- Regulation (EC) No 2252/2004 of 13 December 2004 on standards for security features and biometrics in passports and travel documents issued by Member States;
- Regulation (EC) No 562/2006 establishing a Community code on the rules governing the movement of persons across borders (Schengen Borders Code);

Into account are also taken:

- Draft regulation concerning the Visa Information System and the exchange data between MS on short-stay visas;
- Draft proposal establishing Community Code on Visas;
- Current versions of Interface Control Document and Detailed Technical Specification of VIS.

During the process of preparation of EU accession experts of the Computer Technologies Institute (CTI) have developed the software of the following IT systems for the Bulgarian Ministry of Interior, Ministry of Foreign Affairs and State Refugees Agency:

- Border Control System
- Visa System
- Bulgarian Identity Documents System
- Register of Foreigners living in Bulgaria
- National Quest Activity System
- Administrative Compulsion Measures System
- National Police Register etc.



The CTI is responsible for the establishment of interface between the Bulgarian Systems and VIS and the incorporation of biometric data processing. This will require complicated technologies and highly qualified experts. Very good knowledge of Visa Information System project documentation and implementation technologies will be required. Knowledge about VISION consultation procedures will be also necessary. So far Bulgaria has no sufficient experience in this area and it is very important to start achieving competence and necessary knowledge.

The expertise of current Schengen member states and experience of states currently preparing access to Schengen will be very helpful for CTI experts.

The training of the personnel of the CTI is of very high importance also particularly taking into consideration that large part of the border of the Republic of Bulgaria is external border of the European Union.

The experience gained during this project is of vital importance to achieve the readiness for the accession to Schengen Convention as well as will substantially increase the administrative capacity of the MoI.

The new expertise and increased administrative capacity of the MoI will be crucial for successful realization and implementation of all following Schengen facility projects in this area and have to precede them. Thus the project has to be started in Transition facility frame as soon as possible and the results have to be achieved in very short terms.

The necessary information should be received from seminars, workshops, expert and study visits. The main beneficiary of the project will be CTI.

The project is directly linked to the implementation of yearly actualized National Schengen Action Plan.

3.2. Linked activities

This project is linked to:

- PHARE Programme 99 PHARE Project BG 9911.01 "Institutional Strengthening of the Bulgarian Border Police"
- Institutional Strengthening of Bulgarian Police: Upgrading of Criminal Information Systems and Strengthening of Managerial Techniques, BG 9911.02 Phare project
- Implementation of the National Schengen Action Plan: building up the national information system in compliance with Schengen requirements, BG 0203.10 Phare project
- Implementation of the National Anti-Corruption Strategy: Development of an integrated system for countering corruption in the Ministry of the Interior, BG 0203.05 Phare project
- Multi-annual Project Fiche "Modernisation of the Bulgarian Police and enhancing its efficiency" of the Crime /Police Sub-sector
- Multi-annual Project Fiche in the Sub-Sector "Horizontal Reform of the State Administration"
- PHARE 2005 Project BG/2005/IB/JH/04 "Implementation of EU acquis in the field of asylum - Dublin II and EURODAC Regulations."
- PHARE 2005 Project BG/2005/IB/JH/02 "Further Strengthening of Border Control and Management of the Future EU External Borders through Modernization of Technical Equipment, Development of Centralized Information Systems and Introduction of EU Best Practices and Standards in the Field of Border Control"

The implementation of the Border Control project started in January 2007 and the planned mandatory results are closely related to the current project. Important output of the Border Control project will be to identify needs of further development of the Border control system in order to be connected to SIS II and VIS and to prepare Recommendations and Plan for integration of the Border Control system to the national SIS II and VIS interfaces. Activities for gaining expertise about Visa Information System, data exchange protocols, VISION,



consultation procedures and knowledge needed for development of the national interfaces are out of its scope. Thus current project is continuation of the Border Control project and is of high importance for successful realization of the Plan for integration of the Border Control system.

All abovementioned projects represent a balanced program for Institutional Building and investment support aiming at strengthening police capacity. The project is directly connected with previous PHARE projects and it will follow up the results achieved by them.

3.3. Results

Following results will be achieved by the implementation of the project:

- 1. Action plan about VIS and VISION national interfaces implementation.
- 2. Educated and trained personnel for development of VIS national interface for connecting National Border control and Visa Systems to VIS;
- 3. Educated and trained personnel for development of data exchange interface between National Visa System and VISION;
- 4. Educated and trained personnel for implementation of biometric technologies in the national Visa and Border Control systems.

The results, which will be achieved with the realization of this project by means of a Twinning Light contract (see details below: Item 5, Detailed Budget, Item 6, Implementation Arrangements, sub-Item 6.4, Contracts) will allow to elaborate detailed technical specifications and to start development of VIS and VISION interfaces.

3.4. Activities

The above results will be achieved by implementing the following activities:

Activities related to Result 1:

- A1. Acquaintance with the architecture of the national Visa and Border Control systems visit of 3
 MS experts for 2 working days in the BC (To be combined with activity A2)
- A2. Seminar about MS VIS and VISION national interfaces architecture and implementation visit of 3 MS experts for 3 working days in the BC. (To be combined with activity A1).
- A3. Gain experience about architecture, software realization and implementation of VIS and VISION national interfaces in Schengen MS visit of 5 BC experts for 3 working days in the MS (To be combined with activity A9 Study visit about biometrics).
- A4. Preparation of action plan about VIS and VISION national interfaces implementation visit of 2 MS experts for 5 working days in the BC.

Activities related to Result 2:

- A5. Seminars and training sessions (visit of 4 MS experts for 10 working days in the BC) on:
 - o VIS Core Concepts, Data Model and Data Dictionary
 - o VIS Use Cases. Identification Algorithms and Transliteration rules. Error processing.
 - o VIS Interface Control Document.
 - VIS Detailed Technical Specifications
 - VIS Data Protection and Logging
 - o VIS Network Interface to Central System (technical view)
 - o VIS CD Simulator usage.
 - o VIS Compliance Tests



 A6. Workshop on VIS Use Cases, Interface Control Protocol and CD Simulator usage – visit of 4 MS experts for 5 working days in the BC

Activities related to Result 3:

- A7. Seminar and training session (visit of 2 MS experts for 5 working days in the BC) on technical procedure for VISION consultations:
 - o Technical Requirements for connecting to VISION network.
 - o VISION Messages and message flow processing
- A8. Workshop on VISION Message flow processing visit of 2 MS experts for 3 working days in the BC

Activities related to Result 4:

- A9. Implementation of biometric technologies in Consular posts and Border Crossing posts and creation and use of national biometric Visa databases visit of 5 BC experts for 2 working days in the MS (To be combined with activity A3 Study visit about VIS/VISION).
- A10. Seminar on implementation of biometric technologies and VIS Biometric matching system (BMS) visit of 2 MS experts for 2 working days in the BC

The experts participating in the study visit (combined activities A3 and A9) will compile a report that will be distributed within the administration and train the colleagues on the newly acquired skills as appropriate.

The duration of the project will be 6 months. The envisaged budget is 150 000 euro.

Proposed indicative time schedule:

Activities	Estimated input in man days			M	onths		
		1	2	3	4	5	6
A1	6	X				4	
A2	9	X					
A3			X				
A4	10						X
A5	40				X		
A6	20					X	
A7	10		X				
A8	6			X			
A9			X				
A10	4		L.,			X	
Total	105		, ,,				

Means / Input from MS Partner Administration

Project Leader profile:

- Public sector expert;

- At least ten-years experience in the field of IT systems planning and development;
- Visa business knowledge
- Experience of design and implementation of training programmes;
- Experience in planning and organizational development;
- University degree;
- Communication and organisation skills;
- Fluent in English.

Short-term experts profile:

- Public sector expert;
- At least five-years of relevant professional experiences in issues related to IT systems planning and development, processing of biometric data;
- Specific knowledge of the European policies, associated strategic documents and regulations in the area of VIS, VISION and border control;
- Experience in designing and implementation of training programmes;
- Knowledge or experience in the issues of data protection;
- Fluent in English.

Reporting

The twinning partners shall submit following reports:

- A jointly drafted start-up report covering the first two months of the contract and submitted during the third month.
- A jointly drafted final report describing the project implementation, including detailed information on the results achieved, follow-up recommendations and any necessary corrective actions.

Reports will follow the templates of Annex C4 of the Common Twinning Manual.

In addition to these formal reporting stages, the twinning partners are obliged to inform in writing the Contracting Authority and the Monitoring bodies, as well as the final beneficiary of the action of any critical aspects or conditions of project implementation, or any amendments/modifications necessary within the budget.

All reports must be produced in English language in electronic and hard copy. These reports shall be signed by both project leaders.

Each report must be presented in electronic format one week prior to the Steering Committee meetings (see below) and in one hard copy to the CFCU Director

The final versions should incorporate any comments and discussions during the Steering Committee meetings.

Working language

The working language is English.

For support of activities of the Project Bulgarian-English and English-Bulgarian interpretation services should be provided.

Translation in English of documentation provided for project activity A2 by MS experts might be necessary.

Consecutive interpretation will be necessary for project activities A1, A2, A4, A5, A6, A7, A8 and A10 Provisional amount of translation and interpretation services:

Translation

maximum 1000 standard pages



Interpretation 40 working days
Requested input should be covered by Transition Facility and included in Budget Proposal.

3.5 Lessons learned

- The Ministry of Interior and in particular the CTI experts have gained valuable experience in the realization of the PHARE Program Projects. This project is based on the experience and the results from the accomplishment of the previous projects.

The projects developed under the Program contribute to the strengthening of the institutional capacity of the Ministry of Interior in accordance with the standards and the achievements of the

EU acquis in the sphere of justice and home affairs.

The entire work under the PHARE Program enables the CTI experts to enhance their capacity for building, development, management, implementation and monitoring of IT systems. It constitutes an important condition to resolve key problems on Police Management in accordance with the EU standards and legal norms within the sphere of justice and home affairs.

- In the frame of the twinning components of the PHARE Projects the CTI experts have gained necessary expertise and have developed software for the following information systems:
 - National Quest Activity System
 - o Criminal Analysis System
 - o Border Control System
 - o Human Resources Management System
 - System for counteracting corruption at MoI
 - o National Drug Intelligence Unit system etc.

Purchase of software development tools, hardware equipment and training courses was financed by the projects.

4 Institutional framework

The Twinning light project will be implemented in the following institutional framework:

Overall responsibility for the project lies with the Ministry of Interior (MoI).

The Computer Technologies Institute (CTI) is directly responsible for the coordination and implementation of the project. In order to ensure smooth implementation of the project supporting team will be created. Close cooperation with CFCU will be established.

Changes in the aforementioned institutional framework resulting from the project are not foreseen.

The main beneficiary of the project is the Computer Technologies Institute (CTI) of the Ministry of the Interior. The mandatory results of the project implementation are:

- Action plan about VIS and VISION national interfaces implementation.
- Educated and trained personnel for development of VIS national interface for connecting National Border control and Visa Systems to VIS;
- Educated and trained personnel for development of data exchange interface between National Visa System and VISION;
- Educated and trained personnel for implementation of biometric technologies in the national Visa and Border Control systems.

A Steering Committee will be created with the participation of:

- Member state and Beneficiary country Project Leaders.
- Representative of the Programmes and Project unit of the International Cooperation Directorate of the MoI.
- Representative of the Border Police Main Directorate of the MoI.



- Representative of the Consular Relations Directorate of the MFA.
- CFCU representative (observer).
- Invited members of the Project team when necessary.

The Steering Committee will meet at the project's start and during third month of the project's implementation or more frequently, if required. The final Steering Committee meeting will be held to discuss and approve the final report. The Steering Committee will monitor, supervise and coordinate the overall progress and implementation of the project activities.

5 Detailed Budget

€M	Tra	nsition Facili	ty support		Co-financii	ng	Total cost
	Invest- ment	Institu- tion Building	Total Transition Facility (=I+IB)	National Public Funds (*)	Other Sources (**)	Total co- financin g of the project	TF plus cofinancing
Contract 1		0,15	0,15				0,15
Total		0,15	0,15				0,15

(*) The national co-financing will be up to 10 % of the value under the twinning light contract

(**) private funds, FIs loans to private entities

Contributions from the Bulgarian administration for effective implementation of the twinning light will be further detailed in the twinning contract.

To ensure smooth implementation of the project, the beneficiary will provide adequately equipped office space with telephone, PC (Internet) and fax. Photocopier and access to the necessary information as well as secretarial support will be ensured during the project life-time. In addition the beneficiary will provide space and facilities for workshops (training), consultations and seminars. The national co-financing will be specified in the twinning contract.

6. Implementation Arrangements

6.1 Implementing Agency

The CFCU within the Ministry of Finance is the Implementing Agency. The CFCU will be responsible for tendering and financial control during the implementation of the project.

The responsibility for technical project preparation, implementation and control will remain with the beneficiary institution, i.e. the Computer Technologies Institute of the Ministry of Interior.

PAO's contact details:

Ms. GERGANA BEREMSKA State Treasury Keeper, Ministry of finance 102, Rakovski Str., Sofia 1040



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SPO's contact details:

Mr. LACHEZAR ELENKOV Director of Coordination, Information and Analysis Directorate (CIAD), MoI, 29, Shesti Septemvri Str. 1000 Sofia, Bulgaria Tel.: (+359 2) 982 29 49

Tel.: (+359 2) 982 29 49 Fax: (+359 2) 982 49 78

6.2 Twinning

A 6 months Twinning Light contract is expected to be signed. The twinning manual will apply for this contract. For the implementation of the contract a project leader and short term experts from the EU member state will be needed.

The main beneficiary of the project is the Computer Technologies Institute (CTI) of the Ministry of the Interior.

The Project Leader of the twinning light project is the Director of Computer Technologies Institute of the Ministry of Interior. The Bulgarian Project Leader shall direct the implementation of the project and shall be responsible for the substance and the progress of the project. Both project leaders will regularly assess the project implementation and achieving of targeted results.

Contact details:

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Contact person for Twinning (RTA counterpart):

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E:mail: ddimitrova.ikt@mvr.bg

The RTA counterpart will work on a day-to day basis with the RTA.



6.3 Non-standard aspects

N.A.

6.4 Contracts

One twinning light contract is envisaged amounting to 0,15 M€. The National co-financing will be up to 10% of the value under the twinning light contract.

7 Implementation Schedule

- 7.1 Start of tendering/call for proposals 1 Q / 2008
- 7.2 Start of project activity 2 Q / 2008
- 7.3 Project Completion 4 Q/ 2008

8 Sustainability

The MoI and CTI dispose of all necessary capacities, adequate staff and funds to successfully implement the project and to ensure its further development in conformity with the objectives stated above. For the further strengthening of administrative capacity it is foreseen to continue the activities in this field. The experts participating in the seminars, workshops and study visit will share their knowledge and experience with CTI development staff on dedicated follow-up training sessions. The gained experience and increased administrative capacity of the CTI will allow successful development and implementation of the national interfaces and biometric technologies and will be useful in all following Schengen facility projects.

9 Conditionality and sequencing

The Bulgarian MoI ensures that the Computer Technologies Institute has sufficient resources for project management. In cases of unforeseen delay of project implementation or other obstacles, the leadership of the Ministry of the Interior will define and undertake the necessary measures for overcoming them.

ANNEXES TO PROJECT FICHE

- 1. Logical framework matrix in standard format
- 2. Detailed implementation chart

 Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)



ANNEX 1 Logical framework matrix in standard format

Final October 2007 Final October 2007				End of execution of contracts period expires:15 Dec.2010	TF budget:0,15 MEUR			Assumptions	 Continuing the process of implementation of the Schengen acquis and National Schengen Action Plan The Ministry of Interior and the Computer Technologies Institute, in particular, demonstrate capacity to effectively manage the process for adoption of VIS legal instrument and VIS development and implementation
	ndard format	Programme name and number	Transition Facility 2007/019-303.05.03	Contracting period expires: 15 Dec.2009	Total budget: 0,15 MEUR	Sources of Verification	EC and Schengenevaluation ReportsEU monitoring reports.	Sources of Verification	 Approved action plan for implementation of VIS and VISION national interfaces; Twinning light final report.
	ANNEX 1 Logical framework matrix in standard format	The control of the co	y of Interior for building up the ystem and Visa System to EU Visa VISION Network.			Objectively Verifiable Indicators	 Accession to the Schengen Convention 	Objectively Verifiable Indicators	Increased knowledge on EU best practices in the area of development and introduction of VIS and VISION national interfaces and implementation of biometrics; Gained expertise on development of the national VIS and VISION interfaces.
	ANI	LOGFRAME PLANNING MATRIX FOR PROJECT:	Development of the institutional capacity of the Ministry of Interior for building up the VIS national interface for connecting Border Control System and Visa System to EU Visa Information System and for connecting Visa system to VISION Network.			Overall objective	Compliance of the Republic of Bulgaria to the requirements of the Schengen and EU acquis, acceding to the Schengen convention and lifting of controls at the internal borders.	Project purpose	Further development of the VIS national interfaces for connecting the Border control and National Visa systems to VIS

,	Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Action plan about VIS an implementation. Educated and trained persuational interface for contand Visa Systems to VIS; Educated and trained persexchange interface betwee VISION; Control systems Control systems	1. Action plan about VIS and VISION national interfaces implementation. 2. Educated and trained personnel for development of VIS national interface for connecting National Border control and Visa Systems to VIS; 3. Educated and trained personnel for development of data exchange interface between National Visa System and VISION; 4. Educated and trained personnel for implementation of biometric technologies in the national Visa and Border Control systems	 Action plan for implementation of VIS and VISION national interfaces is approved by the Ministry leadership 5 persons with increased knowledge on EU best practices in the area of VIS and VISION national interfaces. 10 trained persons in development of VIS national interface for connecting National Border control and Visa Systems to VIS 10 trained persons in development of data exchange interface between National Visa System and VISION; 5 trained persons in implementation of biometric technologies in the national Visa and Border Control systems; 	 Approved action plan for implementation of VIS and VISION national interfaces; Study visit report prepared by BC experts; Minutes of the provided seminars and staff trainings; Working documents and presentations from seminars and workshops; BC experts feedback from seminars and training sessions; Reports of the MS experts; Twinning light interim and final reports. 	 Qualified trainers. Sufficient human resources available for implementation of the project; Sufficient financing of the activities from the state budget; Commitment on behalf of senior level officials and experts of all Mol services involved in project implementation.
Ac	Activities	Means	Objectively Verifiable Indicators	Assumptions
- Activities related to Result 1: A1. Acquair architecture of the national Visa and B systems - visit of 3 MS experts for 2 w the BC (To be combined with activity A2)	Activities related to Result 1:A1. Acquaintance with the architecture of the national Visa and Border Control systems - visit of 3 MS experts for 2 working days in the BC (To be combined with activity A2)	Twinning Light Contract (short term experts, study visit, seminars, training sessions and workshops) 3 STE for 2 days	 Minutes of the provided activity; Presentations about 	 Adequate staff of CTI committed to implement the project; Secured co-financing; Full cooperation between the beneficiary and the MS twinning light partner;

				national Visa and Border Control systems.	 Guara benefi 	Guaranteeing by the beneficiary the participation of
1	A2. Seminar about MS VIS and VISION national interfaces architecture and implementation – visit of 3 MS experts for 3 working days in the BC. (To be combined with activity A1)	3 STE for 3 days		Working documents and presentations.	the no envisa Foreig	the nominated officers in the envisaged trainings; Foreign experts assigned in project activities.
	A3. Gain experience about architecture, software realization and implementation of VIS and VISION national interfaces in Schengen MS - visit of 5 BC experts for 3 working days in the MS (To be combined with activity A9 - Study visit about biometrics).	Study visit of 5 BC experts for 3 days (to be combined with activity A9)		Study visit report prepared by BC experts.		
	A4. Preparation of action plan about VIS and VISION national interfaces implementation - visit of 2 MS experts for 5 working days in the BC.	2 STE for 5 days	w	Prepared action plan for implementation of VIS and VISION national interfaces.		
V 1	Activities related to Result 2: - A5. Seminars and training sessions on: o VIS Core Concepts, Data Model and Data Dictionary o VIS Use Cases. Identification Algorithms and Transliteration rules. Error processing. o VIS Interface Control Document. o VIS Data Protection and Logging o VIS Data Protection and Logging o VIS Network Interface to Central System (technical view) o VIS CD Simulator usage.	3 STE for 10 days		Working documents and presentations; BC expert's feedback from seminars and training sessions.		
1	A6. Workshop on VIS Use Cases, Interface Control Protocol and CD Simulator usage	3 STE for 5 days	•	Minutes of the provided activity;		
V V	Activities related to Result 3: — A7. Seminar and training session on technical procedure					

2 STE for 5 days	 Minutes of the provided activity; 	Study visit report prepared by BC experts.	 Working documents and presentations; BC expert's feedback from the seminar.
2 STE			
0 >	2 STE for 3 days	study visit of 5 BC experts for 2 days (to be combined with activity A3)	2 STE for 2 days
	A8. Workshop on VISION Message flow processing trivities related to Result 4:	biometric technologies in Consular and Border Crossing posts and creation and use of national biometric Visa databases	- A10. Seminar on implementation of biometric technologies and VIS Biometric matching system (BMS)



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DETAILED IMPLEMENTATION CHART

2009	JASOND											
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	NDJFMAN	TTTCI		>								
2007	J FM A N J J A SO N D J FM A M J J A SOND J FM A M J J A SOND											
Component		Twinning	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7	Activity 8	Activity 9	Activity 10

D – design,
C – contracting;
I – implementation;
T – tendering;
X – closure.

ANNEX 3

CONTRACTING AND DISBURSEMENT SCHEDULE, BY QUARTER, FOR FULL DURATION OF PROJECT

Component		2007	20			20	2008			20	2009	
	10	10 20 30 40 10 20 30 40 10 20 30	30	40	10	20	30	40	10	2.0	3.0	4.0
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Institutional									**************************************	000000000000000000000000000000000000000		20000000000000000000000000000000000000
Building												
Contract 1						and the same of th						
Contracted					0,15							
Disbursed					0.12	0.12 0.12 0.15	0.12	0.15				

