



C D I M M M A R A M U R E S F O U N D A T I O N

***infoDEV* GRANT PROGRAMME – PHASE II**

Support for Existing Incubators in Developing Countries

INCEPTION PHASE REPORT

PROJECT NAME:

**“ICT” - A WAY TO IMPROVE THE SKILLS FOR THE YOUNG
ENTREPRENEURS**

GRANT AGREEMENT: III-013

I C T W A Y 2003

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THE ACTUAL STAGE OF THE PROJECT

INTRODUCTION

The present ***Inception Phase Report*** is aimed to show you the first activities carried out by the ***ICTWAY 2003*** project staff. These activities were aimed to set up the project management, to analyse and to approve the project work-plan in accordance with the planned objectives and the approved IBRD grant.

The planned activities will be implemented as in the original application, during 24 months, in Romania (the large majority) as well as in USA (sharing experience visit and evaluation).

IMPLEMENTED ACTIVITIES

The project partners organised 2 meetings from the beginning up today (11th of August) focussed on the partners' introduction, a work visit in Romania delivered by the US partner and a steering meeting.

The Grant contract was signed in our office in the 14th of June 2003 (the effective date of the contract).

The actual stage of the on-going activities is presented below.

INCEPTION PHASE

Activity: Inception phase

Sub-activity: ***Inception report preparing***

The project general manager, supported by the partners, prepared the Inception Phase Report in accordance with the IBRD requirements

Inception report submitting to infoDev

The report has to be submitted by the 14th of August 2003.

OBJECTIVE NO. 1

Activity: Assessment of the current ICT in Romania

Sub-activity: ***Visits to the key organisations in ITC***

The American partner (TIG) visited Romania starting 20th of July, aimed to evaluate the ICT services level in the target areas. The team of 3 US experts (Norman Kaderlan, Deborah Walker and Terry Young) visited Baia Mare, Miercurea Ciuc and Bucharest, having meetings with key organisations in the field of ICT (Universities, companies, development organisations, business incubators) as well as with the representatives of the local administration (mayors, counsellors etc.). The Romanian partners were responsible to organise the meetings in their working areas.

See the attached planner – files ***Planner_visit_01***.

Sub-activity: ***Interviewees with key actors in ITC***

The TIG representatives made interviews with the visited organisations, in the three target areas in Romania. The interviews were focussed on

the ICT level of development, technology transfer activities, industrial property rights or intellectual property rights, co-operation university – companies, co-operation organisations – administration etc.

See the attached files *Planner_visit_01*.

Sub-activity: *Data evaluation and analyse preparing*

On-going activity.

OBJECTIVE NO. 3

Activity: **Project management**

Sub-activity: *Current project management delivery*

The project general manager prepared materials aimed to support the project implementation. Based on the Grant contract, IBRD/infoDEV materials, previous experience we prepared detailed sub-contracts for each partner. They include statement about the partners' contribution, also the project logframe (responsibilities shared by partners & deliverables), the project timetable, the financial report frame.

See the attached file *Subcontracts ICTWAY2003.zip*

The project general manager prepared an *Administrative and Financial Handbook* that state the principle of the project management, grant administration, document circulation, rules for cost reimbursement and other data requested for a good project implementation. The document turns us into the position to have a reference during the project implementation for the large majority of the possible problems and procedures.

See the attached files *AdministrativeHB.zip*

The project manager prepared as well a set of frame documents aimed to improve the project visibility – *Models for visibility* – models for paper with logo, models for articles, models for reports, models for request of payments, models for journals, models for presentation, models for time sheets, models for DSA sheets, models for minutes, models for participants lists.

See the attached files *Models.zip*

Sub-activity: *International steering meetings*

Bucharest 17June 2003

The meeting was focussed on the project management set-up based on the existing grant contract. First of all, the project partners presented their organisations, their activity, the plans for the future activities as well as the organisation's aim to participate to the project ICTWAY 2003.

After the introduction point, the project manager (Radu BIG, CDIMM Maramures) presented in details the operational grant contract, the responsibilities for all partners, the key elements regarding the timing, reports, deliverables, partners participation, relation with the lead applicant. The project manager presented the project of sub-contracts to be signed by each partner with CDIMM Maramures, as the legal base of the relations among the project partners. The participants debated the proposed draft and clarified all details.

The participants evaluated step by step all planned activities, making comments, recommendation, solutions for all of them. The partners evaluated the project outcomes, the procedures to implement the project in accordance with the planned objectives.

The project manager presented the project budget in the format included in the Grant Agreement, as well as the regulations imposed by the donor (infoDev and IBRD). The partners decided to prepare a financial guide aimed to support the project implementation.

The project manager presented the payment procedures between IBRD and CDIMM Maramures, as well as the procedures among the partners. It was established a preliminary payment timetable. It will be in accordance with the payment schedule agreed with the IBRD.

The partners decided to analyse the sub-contract agreement next weeks and to send the feedback to the project manager. The final form will be signed during the next steering meeting.

Bucharest 25 July 2003

The second steering meeting was focused on the current project management. First of all the project manager presented to participants the project implementing stage, making a short overview about the last activities (visits to organisations and interviews). The TIG representatives made a short analyse concerning their experience in the target areas, Baia Mare, Miercurea Ciuc and Bucharest, presenting the summary of their meetings with the Romanian organisations.

The second key point was to agree and to sign the final form of the sub-contracts.

The project partners analysed and agreed the planner for the next project-implementing period. It was approved the schedule for the sharing experience visit in USA, 18 Oct – 01 Nov 2003, as well as the team member that will participate to this activity (11 people + 3 reserves). The partners analysed and approved the key points on the timetable in Texas, USA. The key activities approved are: visits to TT Office, San Antonio BIC, Neal EASCO Co., Austin University, North Texas Centre, IBM, 3M. Also TIG will organise a training session on ICT, BIC management, BIC start-up, Research ICT, marketing, marketing research, case studies.

The last point was dedicated to questions from the project partners aimed to clarify the project implementation requirements. The project manager presented the Administrative and Financial Handbook, the aim, the content, the relevance for a commune implementation approach. Also, the project partners analysed and approved the models for papers that will be used for the project implementation (Models for visibility).

The project partners agreed the detailed work plan as it is presented below.

I. THE DETAILED WORK PLAN FOR PROJECT ACTIVITIES

Key Assumptions

A primary premise of **ICTWAY 2003** is that core competencies for this project will be developed locally. To this end, all training programs in this project will include training of trainers, so that local experts can conduct subsequent activity.

A second premise is that innovation is defined primarily by the Romanian context. For example, the introduction of “new” ICT solutions means technologies that are new to the firms in Romania, and the identification of ICT developed at universities would be evaluated in terms of a local or regional market.

Objective 1. Develop programs and mechanisms that foster and encourage the establishment and incubation of start-ups based on ICT developed in Romanian universities and research institutions.

There is a strong desire in Romania to build a vibrant knowledge-based economy. A number of universities and research institutions in Romania produce high-quality scientific and technological knowledge, particularly in the ICT sector. These innovations have the potential to become the basis for independent entrepreneurial ventures, thus contributing to this goal. However, the mechanisms and procedures that facilitate the process of initiating and supporting technology-led enterprises from these technical universities need to be strengthened.

The first objective of **ICTWAY 2003** is to create and develop capabilities in the participating incubators to enable them to become a central resource in this effort. This objective involves several steps:

- Assess the current mechanisms and procedures that universities and other research institutions use to commercialize technology
- Develop mechanisms to accelerate the commercialization of technology from Romanian universities and research institutions
- Train faculty and staff of university technology transfer offices in the commercialization and start-up process
- Train incubator staff to improve their know-how and performance in the commercialization process and related activities
- Create and encourage public/private partnerships for the commercialization of technology
- Develop procedures and assess 4-6 technologies that have the highest probabilities for success as the basis for new ventures
- Link key resources in ICT in Romania with other centers of activity in Europe and the U.S. to develop common interests and facilitate capital flows

Action Plan

1. Terry Young and Dr. Norman Kaderlan of Technology Innovation Group, Inc. will conduct an assessment of the current state of technology commercialization in Romania. They will conduct interviews with targeted staff of university technology transfer offices, entrepreneurs, business leaders, key incubator staff, and government officials. The on-site collection of data will take five working days if properly scheduled and assisted by local partners. There will be approximately 30 interviews planned over the period.

2. The Technology Innovation Group, Inc. assessment team will conduct a gap analysis/benchmark study and prepare a report to present to the project team. The report will address the following:

- Model for the incubators to assist in technology commercialization
- Human resources in Romania to support the program
- Improvements in university technology transfer policies and procedures
- Services to be provided by incubator to support and accelerate commercialization
- Public/private partnerships for commercialization of technology
- How to market ICT for commercialization
- Linkages to other resources in technology transfer and commercialization

The assessment will take approximately 5 months to conclusion and be scheduled immediately upon initiation of the project.

The Technology Innovation Group, Inc. team will conduct three follow-up visits to Romania over a 9-month period to assist in and monitor progress of the implementation of the recommendations.

3. Technology Innovation Group, Inc. will create a 5-day training program on the commercialization process and related services. The program will include the following topics:

- The technology commercialization process
- Intellectual property basics
- Technology assessments
- Marketing basics
- Communication and presentations
- The start-up process and how to facilitate it

Technology Innovation Group, Inc. will present this workshop in Romania twice over the two-year span of this project. Participants will include key staff from university technology transfer offices, selected university administrators, key incubator staff, and 2-3 individuals who will take over the training after the project is concluded.

Participants will identify 4-6 technologies for assessment. They will conduct the assessments after the conclusion of the workshop and select the most promising for further development of a commercialization strategy.

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
O1	Assessment of the current ICT in Romania	W30/03	W48/03
1.1	<i>Visits to the key organisations in ITC</i>	W30/03	W44/03
1.2	<i>Interviewees with key actors in ITC</i>	W32/03	W44/03
1.3	<i>Data evaluation and analyse preparing</i>	W40/03	W44/03
O2	Analysis/benchmark study and follow-up visits	W40/03	W18/05
2.1	<i>Analysis/benchmark study</i>	W40/03	W52/03
2.2	<i>Report for partners preparing</i>	W01/04	W09/04
2.3	<i>Follow-up visits (3 visits)</i>	W19/04	W18/05
O3	Training on the commercialization process	W01/04	W48/04
3.1	<i>Training support preparing (hand-outs, materials, logistics, others)</i>	W01/04	W18/04
3.2	<i>Training beneficiaries' selection (2 training teams selected in Baia Mare and in Bucharest)</i>	W10/04	W26/04
3.3	<i>Training delivering one training delivered in Baia Mare one training delivered in Bucharest</i>	W22/04 W44/04	W26/04 W48/04

Objective 2. Improve the capabilities of participating incubators to facilitate the development and expansion of ICT-based ventures.

This objective will be addressed by reviewing existing programs, staff, infrastructure, and community assets for areas needing specific type of assistance. Resources required for enhancing participating incubators will be identified and obtained as necessary. Human resources will be recruited when warranted and provided with training and inculcation of entrepreneurial requirements.

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
O4	Reviewing existing resources in Romanian BICs	W27/04	W14/05
4.1	<i>Information and documentation to the existing BICs in RO (information visits to the BICs)</i>	W27/04	W44/04
4.2	<i>Evaluation of the existing infrastructure for BICs in Romania - report</i>	W40/04	W4/05
4.3	<i>Evaluation of the existing programmes for BICs in Romania - report</i>	W47/04	W14/05

Objective 3. Assist SMEs to develop and integrate ICT solutions into their operations so they can become more effective and competitive.

This objective will be accomplished in several steps:

- A. Improving the existing communication infrastructure
- B. Training the trainers
- C. Develop the curriculum
- D. Implement the training
- E. Provide ongoing assistance
- F. Linkages with other organizations
- G. Dissemination of results and best practices

The services for this objective will be provided primarily by the project manager and the Romanian partners. Additionally, the project will select a partner organization that specializes in providing ICT solutions to SMEs. Among the criteria for selection of this organization is that they are based in Europe and have extensive experience in the Eastern European context. This organization will provide an outside expertise and perspective and familiarity with best practices that will complement the experience of the Romanian organizations.

A. Improving existing communication structures

The initial need is to upgrade the existing ICT infrastructure by improving LAN services in the existing Incubators. In the short term we will provide interconnection within the incubators and provide a WAN connection via Internet.

The project manager and Romanian partners will upgrade the existing infrastructure to support advanced online ICT services such as Internet connectivity, e-commerce, and e-business capabilities. The goal is to improve speed, accuracy, accessibility, etc. to facilitate the use of the new technology. The upgrade will include the installation of structured networks (100Mbps), new passive elements (connectors, cables, supports, etc.) and improved active elements (HUBs, servers, modems) following a standard design for networks.

To improve the existing communication systems and the quality and security of the networks the existing software also will be upgraded (Linux, INTERNET Explorer, Eudora, Norton Antivirus for servers and for work stations, fire walls for Linux, etc.). We will select software for pilot e-commerce server, workstations, and for e-business solutions. We also will implement software solutions for on-line databases using the LOTUS platform.

The project manager and Romanian partners will conduct this activity during the first two quarters of the project period.

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
A	Improving the communication structures	W36/03	W52/03
A1	<i>Up-grading the existing LANs</i>	W36/03	W50/03
A2	<i>Up-grading the software for existing LANs</i>	W40/03	W52/03

B. Training for trainers

The key to the long-term sustainability is to develop a cadre of qualified instructors who will train and support SMEs during and beyond the term of the project. These instructors will be Romanian experts with experience in both business development and business incubation and a familiarity with software used for business development, communication, networking, etc.

A minimum of ten candidates will be recruited from the partner organizations and other local organizations and institutions. A Project Steering Committee set up by the project manager and partners will screen candidates and make the final selection.

Candidates will participate in an intensive program of five 4-day training sessions covering the following subjects:

- Informatics for SME management (planning tools, controlling tools, monitoring tools, evaluation tools)
- E-commerce and E-business solutions for SMEs
- Data bases tools—building, administration, on-line use, long distance access
- Networks for SMEs: LAN solutions
- Networks for SMEs: WAN solutions

Additionally, participants will receive instructional training to improve their effectiveness in conveying the knowledge and in stimulating learning.

The project proponents and the European ICT partner will develop and deliver the training program during Q2/03 and Q1/04 of the project term at the Urbanet training center in Baia Mare. The project manager will arrange all logistics.

As part of the training program, project staff and trainers will participate in a two-week study tour to the U.S. This will provide them with first-hand exposure to best practices in ICT applications for SMEs and an opportunity to develop and extend their personal networks. The group will visit incubators and organizations with outstanding and innovative programs for supporting ICT-based ventures or integrating ICT into business operations.

Participants will have exposure to top ICT business environment in the U.S. and to share experiences with U.S. experts. The schedule will include meetings with technical staff, systems administrators, managers, and local and regional authorities. Such direct contact will improve and accelerate the transfer of know-how and broaden the participants' perspectives on the use of ICT.

Technology Innovation Group, Inc. in Q3/03 will organize the study tour.

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
B	Training for trainers	W36/03	W13/04
B1	<i>Trainers selection</i>	W36/03	W40/03
B2	<i>Sharing experience with similar US organizations</i>	W41/03	W48/03
B3	<i>Training for trainers in ICT solutions development</i> <ul style="list-style-type: none"> • Informatics for SME management (planning tools, controlling tools, monitoring tools, evaluation tools) • E-commerce and E-business solutions for SMEs • Data bases tools—building, administration, on-line use, long distance access • Networks for SMEs: LAN solutions • Networks for SMEs: WAN solutions 	W45/03	W13/04

C. Develop the curriculum

In this phase, the project staff and Romanian instructors will design and develop a curriculum, training methodology, and materials for training of SME personnel in ICT solutions. The program will include the following core subjects:

- Informatics for SME management—tools for planning, controlling, monitoring and evaluating ICT applications
- E-commerce and e-business solutions
- Database tools—building, administering, online usage, long distance access, etc.
- Networks—LAN and WAN solutions
- Intellectual Property Rights

A key component is the development of a training manual containing all documentation. The manual will include all the topics that will be included in the training curriculum plus a variety of additional resources. The manual and all other training materials will be available on the **ICTWAY 2003** web site. They also will be available in hard copy and CD-ROM.

The training materials will be developed in Q3 and Q4 by project staff from the Romanian partners and the ICT partner, in collaboration with the instructors.

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
C	Develop the curriculum	W01/04	W26/04
C1	<i>Training manual and methodology preparation</i> <ul style="list-style-type: none"> • Training manual elaboration • Training manual editing • Training manual production on paper and on CD-ROM 	W01/04 W08/04 W22/04	W16/04 W22/04 W26/04

D. Implement the training for SMEs

There are three target audiences for this training:

- Current incubator tenants—companies that already are associated with one of the partner incubators
- Potential incubator tenants—university faculty and students, recent graduates, aspiring entrepreneurs
- Companies from sectors not currently served by the incubators—businesses that have until now been beyond the reach of the partner incubators, but for which the use of ICT could improve operations and efficiency

The training program will be marketed using a variety of channels: media, Internet, information sessions, speaking engagements, communication with partner organizations, networking with other organizations that foster entrepreneurship and economic development, government agencies, etc. Special efforts will be made to reach beyond the current populations served by the incubators to new sectors and geographic areas.

Project staff also will organize local meetings (see linkage with other organisations) with potential interested organizations and institutions. A primary audience is the four local universities; we will organize a meeting for each of them and also present three customized workshops. These activities will raise the visibility of the project within the educational system. We also will invite to join the workshops the major regional corporations, the business associations and chambers of commerce in the region.

Prospective participants will submit an application and supporting materials. A screening committee composed of representatives from the project partners will review all applications and select 20-30 participants for each workshop.

There will be a total of three series of workshops, two in Baia Mare and one in Miercurea Ciuc. These workshops will train 20-30 participants each.

The training demands for the tenants companies and for the potential beneficiaries companies of the project **ICTWAY 2003** are:

- Basic software using (Microsoft Office)
- Basic software using for Internet access (Internet Explorer; Outlook, Eudora)
- Information management for SMEs (planning, controlling with ICT solutions)
- ICT solution development in SMEs
- Business start-up in ICT Business
- Networking for SMEs
- Patent protection rights and procedures

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
D	Implement the training for SMEs	W16/04	W47/04
D1	<i>Beneficiary companies selection</i>	W16/04	W35/04
D2	<i>Training for SMEs delivery</i>	W27/04	W47/04
	<ul style="list-style-type: none"> • Training in Baia Mare (2 series / 7 topics) • Training in Miercurea Ciuc (1 serie / 7 topics) 		

E. Provide Ongoing assistance

Upon completion of the training program, participants will return to their companies to assess their needs, develop plans, and implement the ICT solutions. To support this effort and insure that the implementation actually takes place, the project will provide ongoing assistance and monitoring. This assistance will be housed in the partner incubators.

Staff will meet with participating companies once a month to check on progress and address specific issues. They will evaluate the impact of the established solution on company operations and propose improvements as appropriate. They will prepare progress reports to be submitted to the Project Steering Committee.

Project staff also will encourage the formation of new companies based on ICT technology or ICT business. The incubator will provide space and services for up to five companies that form as a result of this initiative.

Graduates of the program will be invited to quarterly meetings, at which time they will be encouraged to discuss their experiences in implementing the solutions. This will provide an opportunity for them to share their experiences, to discuss the lessons learned, and to learn from each other. The project web site also will have a database of all participants and links to company sites.

One of the purposes of the project is to encourage the formation of new ventures, especially those based on ICT. Consistent with this purpose, the project proponent will provide space and service for five companies that form as a result of this project. The support will be offered through the BIC Baia Mare incubator, as it is focused on assisting ICT-based businesses. New tenants will be selected on the basis of their business plan; they will be eligible for office space (25 sq.m) and in-house business assistance (up to ten man-days per company).

This offer is available after the completion of the first round of workshops (Q6) through the end of the project period.

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
E	Provide ongoing assistance for SMEs	W41/04	W22/05
E1	<i>Assistance for ICT solution implementation</i>	W41/04	W22/05
E2	<i>Progress evaluation</i>	W03/05	W20/05
E3	<i>Business start-up support</i>	W48/04	W22/05

F. Linkages with other organizations

The training activities will be used throughout the project period to build connections with other key organizations and individuals. These activities serve to raise awareness about the project, to recruit new participants, and to disseminate the results of the project.

Our web site will be a primary tool for facilitating the exchange of information and resources. The web site will provide information on the project, including goals, project partners, participants, activities, and outcomes. It also will provide links to additional resources and other support organizations and sources of additional solutions. It will include a database of participants and sponsors, and a chat room. It also will be the

repository of a complete set of training materials. The web site will be updated monthly. It will be active beginning Q2 throughout the full project term.

Project staff also will organize local meetings with potential interested organizations and institutions. These include the following:

- Twelve one-day networking meetings for the local universities, local business associations and chambers of commerce and for local corporations and businesses
- Three one-day workshops local corporations and businesses as well as for a general business audience

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
F	Linkages with other organizations	W41/03	W17/05
F1	<i>Networking for project partner organizations</i> <ul style="list-style-type: none"> • Meetings in Baia Mare (universities, ONGs, aut.) • Meetings in Miercurea Ciuc (organisations, authorities) • Meetings in Bucharest (universities, organisations) 	W41/04	W08/05
F2	<i>Networking for beneficiary SMEs</i> <ul style="list-style-type: none"> • WS in Baia Mare • WS in Miercurea Ciuc 	W36/04	W17/05

G. Dissemination of results and best practices

Project staff from the Romanian partners in Q3-Q6 will conduct these public awareness events. Additionally, project staff will develop and present three dissemination workshops in three different locations for the promotion of the project and presentation of results. These will take place in Q6, Q7, and Q8.

The BIC Baia Mare agree to participate in the incubator network and knowledge exchange and training activities that will be coordinated through the iDISC and the infoDEV Incubator Initiative.

The BIC Baia Mare confirms that agree to share lessons on successes and failures with infoDEV and accept to disseminate such knowledge from experience.

Sub-activities:

No	ACTIVITY \ PERIOD	Start	End
		<i>Week no</i>	
G	Dissemination of project outcomes	W41/03	W22/05
G1	<i>Dissemination via INTERNET</i> <ul style="list-style-type: none"> • Project site set-up • Project site up-date 	W41/03 W41/03 W01/04	W22/05 W01/04 W22/05
G2	<i>Workshops for project dissemination</i> <ul style="list-style-type: none"> • WS in Baia Mare • Ws in Miercurea Ciuc • WS in Bucharest 	W45/04 W05/05 W19/05	W47/04 W07/05 W21/05

H. Project management

This activity will ensure the success of the project, the primary deliverables, and the achievement of the desired results. The project manager must monitor the organizing procedures and sub-contracts with the project partners. The project manager is also responsible for coordinating the work of the partners and the synergy of the partners' efforts on the project according to the project plan. The project manager will ensure the financial and technical aspects of the project.

The project management includes the steering committee meetings focused on project implementation, project progress, project monitoring as well as project evaluation. The steering committee will be responsible for the main strategic decisions, while the operational decisions been the responsibility of the project manager. Every project partner will execute a sub-contract regarding the particular activities that must be performed, as well as the timing, budget, and logistics.

The project management includes the contractual relation with the *infoDev Program* representatives. The communication, the reporting procedures (technical and financial), payment procedures are also included.

All other planned or contingent problems will be solved by the project staff, the main responsibility been for the project general manager (Radu BIG, CDIMM Maramures).

Current project management delivering

The main activities from this section are: organizing the project procedures and staff responsibilities; organizing the flow of information and reports; organizing the decision tree; organizing the evidence of activities recording; communication with partners; communication with the donors; project Public Relations; tendering procedures organizing for the services or goods' acquisition; hiring experts for the project purposes; making payments for suppliers and for partners; providing logistics; preparing project audits; preparing reports; and other problem solving.

International steering meetings

The board of the *ICTWAY 2003* project is the steering committee, formed by at least 2 representatives of each partner. It is responsible for strategic decisions, the list of beneficiary trainers, the list of beneficiary SMEs, and approval of the pilot incubated applications. The steering committee will oversee project management during its implementation.

The board will have meetings every 6 months. The steering committee will organize extra-planner meetings. The decisions will be carried out with the majority of the members (50% + 1). It is possible to have working meetings with $\frac{3}{4}$ of the total number of the committee members. The members that cannot participate for approved reasons may delegate a representative with the same rights as the normal member. For every meeting the committee will produce minutes with the main topics discussed. 5 steering meetings will be organized during the project implementation period.

Project progress evaluation

The project manager will organize periodically progress evaluations. The purpose of these evaluations is to review the project implementation and to make the changes necessary for a project conclusion in accordance with the project plan. The evaluation reviews the entire project progress as well as the progress of the participants' efforts. The

partners will produce short progress reports for the project manager. The manager will prepare the project report based on the individual reports from the partners.

Interim evaluation: the project steering committee will evaluate technical and financial aspects of the project implementation. Every 6 months we will organize the project interim evaluation meetings (3 events).

Final evaluation: the project steering committee will evaluate technical and financial aspects of the project implementation. Also the project manager will evaluate the project impact and have direct input from the similar American organizations.

Technology Innovation Group, Inc. will organize the final evaluation in the USA, and they will invite representatives of similar incubators to the meeting. An impact study will be carried out by the project staff and analyzed in partnership with expert organizations. The activity will be carried-out at the end of the project implementation (Q8).

PARTNERS' PARTICIPATION IN THE PROJECT & DELIVERABLES

The project responsibilities shared by partners organisations, as well as the planned deliverables are presented in the **Diagram no.1**.

PROJECT PLANNER

The project timetable is presented in the **Diagram no.2**.

Diagram no 1.

ICTWAY 2003 – PROJECT LOGFRAME**PARTNERS' PARTICIPATION IN THE PROJECT & DELIVERABLES**

ACTIVITY	Milestone	Start (WEEK NO)	END (WEEK NO)	Responsible / PARTICIPANTS (*)	DELIVERABLES
INCEPTION PHASE		W25/03	W33/03		
<i>Inception report preparing</i>	<input type="checkbox"/> project started <input type="checkbox"/> project management on place	W25/03	W32/03	CDIMM Maramures <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> TIG USA <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> BIIC Harghita' Sub-contract <input type="checkbox"/> TIG USA' Sub-contract <input type="checkbox"/> CBE Bucharest' Sub-contract <input type="checkbox"/> UEFISCSU' Sub-contract
<i>Inception report submitting to infoDev</i>	<input type="checkbox"/> Inception phase report ready		W33/03	CDIMM Maramures	<input type="checkbox"/> Inception phase report
O.1. Assessment of the current ICT in Romania		W30/03	W48/03		
<i>Visits to the key organisations in ITC</i>	<input type="checkbox"/> 30 visits in place	W30/03	W44/03	TIG USA <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> CDIMM Maramures <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> List of the visited organisations
<i>Interviewes with key actors in ITC</i>	<input type="checkbox"/> 30 interviews in place	W32/03	W44/03		<input type="checkbox"/> Copies of the interviews (questionnaires)
<i>Data evaluation and analyse preparing</i>	<input type="checkbox"/> data collected and ready for analyse	W40/03	W44/03		<input type="checkbox"/> Preliminary draft
O.2. Analysis/benchmark study and follow-up visits		W40/03	W18/05		
<i>Analysis/benchmark study</i>	<input type="checkbox"/> study delivered	W40/03	W52/03	TIG USA <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> CDIMM Maramures <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Copy of the study
<i>Report for partners preparing</i>	<input type="checkbox"/> report delivered	W01/04	W09/04		<input type="checkbox"/> Copy of the TIG report
<i>Follow-up visits (3 visits)</i>	<input type="checkbox"/> 3 visits in place	W19/04	W18/05		<input type="checkbox"/> Minutes of the visits
O.3. Training on the commercialization process		W01/04	W48/04		
Training support preparing (hand-outs, materials, logistics, others)	<input type="checkbox"/> Materials and logistics in place	W01/04	W18/04	TIG USA <input type="checkbox"/> CDIMM Maramures <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Training hand-outs
<i>Training beneficiaries' selection (2 trainings teams selected in Baia Mare and in Bucharest)</i>	<input type="checkbox"/> training beneficiaries selected	W10/04	W26/04	CDIMM Maramures CBE Bucharest UEFISCSU	<input type="checkbox"/> List of the selected persons
<i>Training delivering one training delivered in Baia Mare one training delivered in Bucharest</i>	<input type="checkbox"/> 2 series of 5 days training in place	W22/04 W44/04	W26/04 W48/04	TIG USA <input type="checkbox"/> CDIMM Maramures <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Minute of the activity <input type="checkbox"/> List of participants

PARTNERS' PARTICIPATION IN THE PROJECT & DELIVERABLES

ACTIVITY	Milestone	Start (WEEK NO)	END (WEEK NO)	Responsible / PARTICIPANTS	DELIVERABLES
Improving the communication structures		W36/03	W52/03		
<i>A.1. Services for up-grading the existing LANs</i>	<input type="checkbox"/> LAN system operational in Business Incubator Baia Mare <input type="checkbox"/> LAN system operational in BIC Harghita <input type="checkbox"/> LAN system operational in CBE Bucharest	W36/03	W50/03	CDIMM Maramures BIIC Harghita CBE Bucharest	<input type="checkbox"/> Copies of the acquisition documents <input type="checkbox"/> Minutes for delivering and reception
<i>A.2. Services for up-grading the software for existing LANs</i>	<input type="checkbox"/> Software solutions in place in BIC Baia Mare <input type="checkbox"/> Software solutions in place in BIC Harghita <input type="checkbox"/> Software solutions in place in CBE Bucharest	W40/03	W52/03	CDIMM Maramures BIIC Harghita CBE Bucharest	<input type="checkbox"/> Copies of the acquisition documents <input type="checkbox"/> Minutes for delivering and reception
A. Develop the Training Program		W36/03	W13/04		
<i>B.1. Trainers selection</i>	<input type="checkbox"/> minimum 10 trainers selected for the project and appointed	W36/03	W40/03	CDIMM Maramures BIIC Harghita CBE Bucharest	<input type="checkbox"/> CVs of trainers <input type="checkbox"/> Minutes of selection
<i>B.2. Sharing experience with US similar organizations</i>	<input type="checkbox"/> 10 Romanian trainers participated at the sharing experience meetings <input type="checkbox"/> Minimum 15 relevant organizations were visited	W41/03	W48/03	TIG USA <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> CDIMM Maramures <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Copies of the meeting minutes <input type="checkbox"/> List of visited organizations <input type="checkbox"/> List of participants
<i>B.3. Training for trainers in ICT solutions development</i> <ul style="list-style-type: none"> • Informatics for SME management (planning tools, controlling tools, monitoring tools, evaluation tools) • E-commerce and E-business solutions for SMEs • Data bases tools—building, administration, on-line use, long distance access • Networks for SMEs: LAN solutions • Networks for SMEs: WAN solutions 	<input type="checkbox"/> 5 training sessions were organized focused on the mentioned topics <input type="checkbox"/> minimum 10 participants to the training for trainers <input type="checkbox"/> minimum 10 trainer were graduated in ICT technologies for SMEs	W45/03	W13/04	CDIMM Maramures <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Training hand-outs <input type="checkbox"/> List of participants <input type="checkbox"/> Copies of the training certificates

PARTNERS' PARTICIPATION IN THE PROJECT & DELIVERABLES

ACTIVITY	Milestone	Start (WEEK NO)	END (WEEK NO)	Responsible / PARTICIPANTS	DELIVERABLES
B. Develop the curriculum		W01/04	W26/04		
C.1. TRAINING MANUAL AND METHODOLOGY FOR SMES PREPARING <ul style="list-style-type: none"> • Training manual elaboration • Training manual editing • Training manual production on paper and on CD-ROM 	<ul style="list-style-type: none"> <input type="checkbox"/> The training manual is printed on paper and on CD-ROM (Romanian and English languages) <input type="checkbox"/> The training manual is available on Internet 	W01/04 W08/04 W22/04	W16/04 W22/04 W26/04	CDIMM Maramures <ul style="list-style-type: none"> <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU 	<ul style="list-style-type: none"> <input type="checkbox"/> Copies of the training manual <input type="checkbox"/> Copies of the CD-ROM
D. Implement the training for SMEs		W16/04	W47/04		
<i>D.1. Beneficiary companies selection</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Minimum 30 participants were selected as beneficiaries of the training on ICT for SMEs 	W16/04	W35/04		<ul style="list-style-type: none"> <input type="checkbox"/> List of selected persons <input type="checkbox"/> Minutes of the selection meeting
<i>D.2. Training for SMEs delivering</i> <ul style="list-style-type: none"> <input type="checkbox"/> Basic software (Microsoft Office) <input type="checkbox"/> Basic software for Internet (Internet Explorer; Outlook etc.) <input type="checkbox"/> Information management for SMEs (planning, controlling with ICT solutions) <input type="checkbox"/> ICT solution development in SMEs <input type="checkbox"/> Business start-up in ICT <input type="checkbox"/> Networking for SMEs <input type="checkbox"/> IP rights and procedures 	<ul style="list-style-type: none"> <input type="checkbox"/> 3 training series were organized (2 in Baia Mare and 1 in Miercurea Ciuc) <input type="checkbox"/> Minimum 30 participants joined the training on ICT for SMEs <input type="checkbox"/> Minimum 30 participants were graduated on ICT for SMEs 	W27/04	W47/04	CDIMM Maramures BIIC Harghita CBE Bucharest UEFISCSU	<ul style="list-style-type: none"> <input type="checkbox"/> training hand-outs <input type="checkbox"/> list of participants <input type="checkbox"/> copies of the training certificates
E . Provide ongoing assistance for SMEs		W41/04	W22/05		
<i>E.1. Assistance for ICT solution implementation</i>	<ul style="list-style-type: none"> <input type="checkbox"/> minimum 30 companies were assisted in-house for ICT solutions implementing <input type="checkbox"/> Minimum 300 man-day were allocated for in-house assistance by the ICTWAY 2003 project staff 	W41/04	W22/05	CDIMM Maramures BIIC Harghita <ul style="list-style-type: none"> <input type="checkbox"/> CBE Bucharest 	<ul style="list-style-type: none"> <input type="checkbox"/> Records of the assisted companies <input type="checkbox"/> Reports of the advisors
E.2. Progress evaluation	<ul style="list-style-type: none"> <input type="checkbox"/> progress evaluation data base is operational <input type="checkbox"/> Minimum 30 companies recorded and monitored <input type="checkbox"/> Minimum 60 progress reports recorded to the project office 	W03/05	W20/05	CDIMM Maramures BIIC Harghita <ul style="list-style-type: none"> <input type="checkbox"/> CBE Bucharest 	<ul style="list-style-type: none"> <input type="checkbox"/> Copies of the entrees of the project data base

PARTNERS' PARTICIPATION IN THE PROJECT & DELIVERABLES

ACTIVITY	Milestone	Start (WEEK NO)	END (WEEK NO)	Responsible / PARTICIPANTS	DELIVERABLES
E.3. Business start-up support	<input type="checkbox"/> minimum 5 companies were selected and introduced in the start-up program <input type="checkbox"/> Minimum 50 man-days assistance for business start-up	W48/04	W22/05	CDIMM Maramures BIIC Harghita <input type="checkbox"/> CBE Bucharest	<input type="checkbox"/> Selection documents (copies of the applications) <input type="checkbox"/> Selection meeting minute
F. Linkages with other organizations		W41/03	W17/05		
F.1. NETWORKING FOR PROJECT PARTNER ORGANIZATIONS <ul style="list-style-type: none"> • Meetings in Baia Mare (universities, ONGs, aut.) • Meetings in Miercurea Ciuc (organisations, authorities) • Meetings in Bucharest (universities, organisations) 	<input type="checkbox"/> 200 records on the data base <input type="checkbox"/> 200 destinations for messages <input type="checkbox"/> 12 networking meetings delivered	W41/04	W08/05	CDIMM Maramures BIIC Harghita CBE Bucharest UEFISCSU	<input type="checkbox"/> meeting documents <input type="checkbox"/> lists of participants
<i>F.2. Networking for beneficiary SMEs</i> <ul style="list-style-type: none"> • WS in Baia Mare • WS in Miercurea Ciuc • WS in Bucharest 	<input type="checkbox"/> 3 workshops delivered for representative SMEs, business associations and chambers of commerce	W36/04	W17/05	CDIMM Maramures BIIC Harghita CBE Bucharest UEFISCSU	<input type="checkbox"/> meeting documents <input type="checkbox"/> lists of participants
G. Dissemination of project outcomes		W41/03	W22/05		
G.1. Dissemination via INTERNET <ul style="list-style-type: none"> • Project site set-up • Project site up-date 	<input type="checkbox"/> ICTWAY 2003 project web site operational <input type="checkbox"/> ICTWAY 2003 project web site visible and accessible	W41/03 W41/03 W01/04	W22/05 W01/04 W22/05	CDIMM Maramures <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> TIG USA <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Site home page and main pages in copy
<i>G.2. Workshops for project dissemination</i> <ul style="list-style-type: none"> • WS in Baia Mare • Ws in Miercurea Ciuc • WS in Bucharest 	<input type="checkbox"/> 3 workshops delivered for representative organizations	W45/04 W05/05 W19/05	W47/04 W07/05 W21/05		<input type="checkbox"/> Meeting documents <input type="checkbox"/> Lists of participants
H. Project management		W25/03	W26/05		
<i>H.1. Current project management delivering</i>	<input type="checkbox"/> project implementation in accordance with the grant contract	W25/03	W26/05	CDIMM Maramures <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> TIG USA <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Administrative documents (in copies) <input type="checkbox"/> Financial documents (copies)
<i>H.2. International steering meetings</i> Inception meeting Steering meetings	<input type="checkbox"/> 5 steering committee meetings in place	W25/03	W26/05		<input type="checkbox"/> Meeting documents <input type="checkbox"/> Lists of participants <input type="checkbox"/> Meeting minute

PARTNERS' PARTICIPATION IN THE PROJECT & DELIVERABLES

ACTIVITY	Milestone	Start (WEEK NO)	END (WEEK NO)	Responsible / PARTICIPANTS	DELIVERABLES
H.3. Interim evaluation Quarterly report Interim report	<input type="checkbox"/> 3 meetings for interim evaluation in place	W25/03	W26/05	CDIMM Maramures <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> TIG USA <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Evaluation reports
H.4. Final evaluation	<input type="checkbox"/> impact study carried out by the project staff <input type="checkbox"/> Project evaluation meeting in place		W26/05	CDIMM Maramures <input type="checkbox"/> BIIC Harghita <input type="checkbox"/> TIG USA <input type="checkbox"/> CBE Bucharest <input type="checkbox"/> UEFISCSU	<input type="checkbox"/> Copy of the impact study <input type="checkbox"/> Final report

() Note: The activity responsible is marked with bolds. The participants' partners are mentioned with bullet*

Diagram no 2.

ICTWAY 2003 PROJECT PLANNER

No	ACTIVITY \ PERIOD	Start	End	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8		
				Week no	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
INCEPTION PHASE																											
	Inception report	W25/03	W33/03	=====																							
	<i>Inception report preparing</i>	W25/03	W32/03	=====																							
	<i>Inception report submitting to infoDev</i>		W33/03			▼																					
OBJECTIVE NO 1: Develop programs and mechanisms that foster and encourage the establishment and incubation of start-ups based on ICT developed in Romanian universities and research institutions																											
O1	Assessment of the current ICT in Romania	W30/03	W48/03	=====																							
1.1	<i>Visits to the key organisations in ITC</i>	W30/03	W44/03	=====																							
1.2	<i>Interviewes with key actors in ITC</i>	W32/03	W44/03	=====																							
1.3	<i>Data evaluation and analyse preparing</i>	W40/03	W44/03			=====																					
O2	Analysis/benchmark study and follow-up visits	W40/03	W18/05	=====																							
2.1	<i>Analysis/benchmark study</i>	W40/03	W52/03	=====																							
2.2	<i>Report for partners preparing</i>	W01/04	W09/04							=====																	
2.3	<i>Follow-up visits (3 visits)</i>	W19/04	W18/05																								
O3	Training on the commercialization process	W01/04	W48/04	=====																							
3.1	<i>Training support preparing (hand-outs, materials, logistics, others)</i>	W01/04	W18/04	=====																							
3.2	<i>Training beneficiaries' selection (2 trainings teams selected in Baia Mare and in Bucharest)</i>	W10/04	W26/04																								
3.3	<i>Training delivering one training delivered in Baia Mare one training delivered in Bucharest</i>	W22/04 W44/04	W26/04 W48/04																								
OBJECTIVE NO 2: Improve the capabilities of participating incubators to facilitate the development and expansion of ICT-based ventures																											
O4	Reviewing existing resources in Romanian BICs	W27/04	W14/05	=====																							
4.1	<i>Information and documentation to the existing BICs in RO (information visits to the BICs)</i>	W27/04	W44/04	=====																							
4.2	<i>Evaluation of the existing infrastructure for BICs in Romania - report</i>	W40/04	W4/05																								
4.3	<i>Evaluation of the existing programmes for BICs in Romania - report</i>	W47/04	W14/05																								

No	ACTIVITY \ PERIOD	Start	End	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8		
				Week no			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
OBJECTIVE NO 3: Assist SMEs to develop and integrate ICT solutions into their operations so they can become more effective and competitive																											
A	Improving the communication structures	W36/03	W52/03			=====																					
A1	Up-grading the existing LANs	W36/03	W50/03			=====																					
A2	Up-grading the software for existing LANs	W40/03	W52/03				=====																				
B	Training for trainers	W36/03	W13/04			=====																					
B1	Trainers selection	W36/03	W40/03			=====																					
B2	Sharing experience with similar US organizations	W41/03	W48/03			=====																					
B3	Training for trainers in ICT solutions development <ul style="list-style-type: none"> Informatics for SME management (planning tools, controlling tools, monitoring tools, evaluation tools) E-commerce and E-business solutions for SMEs Data bases tools—building, administration, on-line use, long distance access Networks for SMEs: LAN solutions Networks for SMEs: WAN solutions 	W45/03	W13/04				=====																				
C	Develop the curriculum	W01/04	W26/04							=====																	
C1	Training manual and methodology preparation <ul style="list-style-type: none"> Training manual elaboration Training manual editing Training manual production on paper and on CD-ROM 	W01/04	W16/04							=====																	
D	Implement the training for SMEs	W16/04	W47/04										=====														
D1	Beneficiary companies selection	W16/04	W35/04										=====														
D2	Training for SMEs delivery <ul style="list-style-type: none"> Training in Baia Mare (2 series / 7 topics) Training in Miercurea Ciuc (1 serie / 7 topics) 	W27/04	W47/04													=====											
E	Provide ongoing assistance for SMEs	W41/04	W22/05																=====								
E1	Assistance for ICT solution implementation	W41/04	W22/05																=====								
E2	Progress evaluation	W03/05	W20/05																								
E3	Business start-up support	W48/04	W22/05																			=====					
F	Linkages with other organizations	W41/03	W17/05										=====														
F1	Networking for project partner organizations <ul style="list-style-type: none"> Meetings in Baia Mare (universities, ONGs, aut.) Meetings in Miercurea Ciuc (organisations, authorities) Meetings in Bucharest (universities, organisations) 	W41/04	W08/05																								
F2	Networking for beneficiary SMEs <ul style="list-style-type: none"> WS in Baia Mare WS in Miercurea Ciuc 	W36/04	W17/05																								

No	ACTIVITY \ PERIOD	Start	End	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8			
				Week no			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
G	Dissemination of project outcomes	W41/03	W22/05																									
G1	<i>Dissemination via INTERNET</i>	W41/03	W22/05																									
	• Project site set-up	W41/03	W01/04																									
	• Project site up-date	W01/04	W22/05																									
G2	<i>Workshops for project dissemination</i>	W45/04	W47/04																									
	• WS in Baia Mare	W05/05	W07/05																									
	• Ws in Miercurea Ciuc	W19/05	W21/05																									
	• WS in Bucharest																											
H	Project management	W25/03	W26/05																									
H1	<i>Current project management delivery</i>	W25/03	W26/05																									
H2	<i>International steering meetings</i>	W25/03	W26/05																									
	Inception meeting																											
	Steering meetings			◆			◆				◆					◆					◆							◆
H3	<i>Interim evaluation</i>	W25/03	W26/05																									
	Quarterly report					❖			❖			❖					❖			❖			❖					
	Interim report													◐														
H4	<i>Final evaluation</i>		W26/05																									●
	Deliverables milestones	W25/03	W26/05		➔				➔					➔						➔								

PROJECT ADMINISTRATION

□ Governance and financial management

A steering committee will be responsible for the project **ICTWAY 2003**. The committee is composed of two representatives from each partner organization. This governance structure is guiding the project strategy implementation, the project evaluation, and the primary managerial decisions (beneficiaries, trainers, dissemination materials, etc.).

To ensure the financial integrity of the project, CDIMM Maramures (the host structure of the BIC Baia Mare), the managing organization, will open a separate bank account for the project. Monies from this grant will be deposited into this account. CDIMM has qualified personnel for all financial operations, in accordance with the Romanian regulation. BIC Baia Mare states that it has in place accounting principles compliant with international standards.

BIC Baia Mare as the managing organization will execute agreements during the first steering committee meeting. These agreements include the **Sub-contracts** with the project partners. These agreements will outline responsibilities, activities, budget and timing for all organizations. Based on the work plan, every partner will have a budget for its activities and will be responsible for their own expenses. BIC Baia Mare will make the payments for partners based on progress reports and supporting documents from the partners. All progress reports must be prepared every 6 months.

For the project costs the partners will send payment requests to the project manager as. The project will be audited by an independent auditor that will be appointed by the project proponent.

□ Risk management approach and planning

BIC Baia Mare is the organization responsible for the project implementation and the achievement of the proposed goals and outcomes. We will assume the project risk, first of all through an own contribution to the project budget of 87,500US\$. Also we will enroll an important part of our own staff for the project purposes, for carrying-out the activities, for the project objectives implementation.

Considering the existing infrastructure designed to business incubation and to business support we consider that the project has a medium level of risk. The new services in the field of ICT will ensure new financial resources for the Incubator, in the term of a normal period of investment pay back.

Anticipated staff for this project includes:

1. Radu BIG – general project manager (CDIMM Maramures)
2. Vlad PASCU – project financial manager (BIC Baia Mare)
3. Mirel MIHALI – ICT expert and networking manager (CDIMM Maramures)
4. Nicolae DASCALESCU – ICT expert & trainer(CDIMM Maramures/TechnoCAD)
5. Petre MITRU – ICT expert & trainer(CDIMM Maramures/Multinet)
6. Carmen NEACSU – IP rights expert (CDIMM Maramures/CRPPPI)
7. Margareta SUCIU – legal adviser (BIC Baia Mare)
8. Gheorghe BORZAN – incubator administrator (BIC Baia Mare)
9. Angela MURESAN – secretary (CDIMM Maramures)
10. Felicia SABOU – accountant (CDIMM Maramures)
11. Berta BENEDEK – project manager (BIC Harghita)
12. Marta KOVACS – project assistant (BIC Harghita)
13. Cezar SCARLAT – project manager; trainer in informatic management (CBE Bucharest)
14. Cristina SIMION – project assistant (CBE Bucharest)
15. Adrian CURAJ – project manager (UEFISCUS)
16. Deborah WALKER – project manager (Technology Innovation Group, Inc)
17. Norman KADERLAN – project assistant (Technology Innovation Group, Inc)
18. Dan HANSON – project assistant (Technology Innovation Group, Inc)
19. Terry Young – project expert (Technology Innovation Group, Inc)

From the planning point of view, we forecast that 24 months are required for the project implementation. Please see the above project detailed chart, as a Gantt diagram, for a better planning and monitoring of the main activities (see diagram no.2 – Project planning).

□ **Competitive processes to ensure open, transparent, and merit-based selection of staff, contractors, tenants, or participants in training and conferences.**

The selection of the contractors must respect the general rules for services and goods acquisition. For values under 5,000US\$ the procedure is to have direct acquisition based on market prices. For values between 5,000US\$ and 50,000US\$ the acquisition is based on selection from a short list of tenders from potential suppliers. For values over 50,000US\$ the procedure is open auction, based on public participation to tendering.

The staff selection is based on the previous activities delivered by the experts and his/her qualification (the CVs will be analyzed). The steering committee will approve all staff's CVs. The tenant selection is based on their business plan evaluation. The key element is the relevance of the proposed business for the **ICTWAY 2003** project implementation. The steering committee will approve all tenants applications.

Participation in training and conferences will be opened to a large number of representatives of the target group. The key determinant is their decision to join and to follow the project restrictions and schedule. In the case when a participant request is over the capacity of the training or conference facility, the steering committee will approve the request for training, or they will select the participants based on their business plans.

□ **Administration arrangements to ensure monitoring of progress and performance**

The project steering committee is responsible for monitoring the project performance. It will meet every 6 months and the project manager and project partners will present technical and financial progress reports. The steering committee will analyze the project indicators (the milestones), review the correspondence with the project objectives, and enforce recommended corrections. The project partners will prepare individual reports concerning their participation into the **ICTWAY 2003** project. The reports will be technical as well as financial.

□ **Communication strategy to approach the business community, other partners, the donors, and the public.**

The communication strategy is based on two instruments for project promotion and dissemination.

Direct dissemination: the project partners will organize press conferences (coincident with every steering meeting) and three dissemination workshops in Romania (in 3 different locations) aimed to promote the **ICTWAY 2003** project concept, project outcomes and results, and the primary deliverables.

Dissemination via INTERNET: we will develop in the project earlier stages an INTERNET page designate for the **ICTWAY 2003** project dissemination. We will offer free access for every user, and the main topics will be the **ICTWAY 2003** project concept, the project implementation, the project outcomes and results, and the primary deliverables. At the same time, we will use the site as interface with the SMEs for project feedback.

II. THE BUDGET AND BUDGET PROVISIONS

The **ICTWAY 2003** project has a Budget presented in a Summary form in the table below. The full Budget is presented in an attached Excel file.

Project budget (includes 3 sheets)

- Project Budget Summary
- Breakdown of costs
- Budget resources

The **budget Summary** includes the principal elements of costs per activity, and the participation of the partners to the project budget. It includes the **infoDev** grant allocated for the main activities. The summary presents also the participation of different costs to the activities' costs (Staff & Consulting Services, Goods, Travel/ Meeting, Other).

The **budget Breakdown of costs** includes a detailed presentation of the all project costs by their elements.

The Staff costs & Consulting Services include presentation of the days planned to be worked by every participant to the project. It includes the functions inside of the project staff, the daily rate of costs, the total per participants. Where the staff member is not nominated yet, we specified this.

The Travel/ Meeting costs are related to the staff travel in Romania or from USA to Romania and from Romania to USA. We planned travel by airplane (economy class), by train and by cars. The table contents the number of travels, unit cost, total travel cost. The meeting costs are related to the staff meetings, steering committee meetings, networking meetings, sharing experience meetings. The table includes elements considering the number of events, budget per event, participation.

The Other costs include the costs with the training for trainers as well as for SMEs, workshops, study, evaluations, reports, communications for BICs, WEB site management, production (training manual) and overheads.

The budget includes costs related to the project audit that will be carried out by an independent auditor.

The budget Breakdown of costs include also the budget for each partner organization, with details considering the **infoDev** grant participation and the partner contribution.

The **Budget resources** contents details considering the financial contribution of the participants for the project costs, as well as the **infoDev** grant participation, allocated among the partner organizations.

ICTWAY 2003 – COMMITMENTS FROM PARTNER ORGANISATIONS

Type of Organization	Contribution						infoDev Grant		Total Budget	
	Cash	To be available	In-kind	To be available	Total	Percent of total cost	Per partner	Percent of total cost	Per partner	Percent of total cost
	(US\$)	Date	(US\$)	Date	(US\$)	%	(US\$)	%	(US\$)	%
Proponent BIC Baia Mare	14.000 13.500	1st Jul 03 1st Jul 04	30.000 30.000	1st Jul 03 1st Jul 04	87.500	16,67%	175.000	33,33%	262.500	50,00%
Non-profit organization BIIC Harghita	2.500 2.500	1st Jul 03 1st Jul 04	7.500 7.500	1st Jul 03 1st Jul 04	20.000	3,81%	40.000	7,62%	60.000	11,43%
Private organization Technology Innovation Group, Inc USA	0	1st Jul 03 1st Jul 04	15.000 15.000	1st Jul 03 1st Jul 04	30.000	5,72%	80.000	15,23%	110.000	20,95%
Public institution CBE Bucharest	4.500 4.500	1st Jul 03 1st Jul 04	7.500 7.500	1st Jul 03 1st Jul 04	24.000	4,57%	38.000	7,24%	62.000	11,81%
Public institution UEFISCSU Bucharest	4.500 4.500	1st Jul 03 1st Jul 04	2.500 2.000	1st Jul 03 1st Jul 04	13.500	2,57%	17.000	3,24%	30.500	5,81%
TOTAL	50.500		124.500		175.000	33,34%	350.000	66,66%	525.000	100,00%

ICTWAY 2003 PROJECT BUDGET SUMMARY

Specific Costs (US\$)					Total cost	Sources of Funding						
SPECIFICATION	Staff & Consulting Services	Goods	Travel/ Meeting	Other		infoDev	Partner 1 BIC Baia Mare	Partner 2 BIC Harghita	Partner 3 TI Group USA	Partner 4 CBE Bucharest	Partner 5 UEFISCSU Bucharest	
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	
O1	Assessment of the current ICT in Romania	10.000	0	0	2.000	12.000	7.000	2.000	500	2.000	500	0
O2	Analysis/benchmark study and follow-up visits	11.000	0	0	3.000	14.000	8.000	2.000	1.000	2.000	1.000	0
O3	Training on the commercialization process	18.000	0	12.450	6.000	36.450	28.450	3.000	0	3.000	1.000	1.000
O4	Reviewing existing resources in Romanian BICs	10.000	0	0	1.000	11.000	6.000	2.000	500	2.000	500	0
A	Improving the communication structures											
A1	Up-grading the existing LANs	2.500	0	0	14.000	16.500	13.200	2.500	400	0	400	0
A2	Up-grading the software for existing LANs	2.500	0	0	16.000	18.500	14.860	3.000	320	0	320	0
B	Training for trainers						0					
B1	Trainers selection	2.520	0	0	0	2.520	0	1.000	1.000	0	520	0
B2	Sharing experience with US similar organisations	24.000	0	34.000	0	58.000	39.000	5.000	2.000	7.000	4.000	1.000
B3	Training for trainers in ICT solutions development	10.000	0	10.200	3.000	23.200	14.880	3.380	1.000	0	2.940	1.000
C	Develop the curriculum						0					
C1	Training manual for SMEs preparing	12.000	0	0	20.000	32.000	19.700	7.800	2.000	0	2.000	500

Specific Costs (US\$)					Total cost	Sources of Funding						
SPECIFICATION	Staff & Consulting Services	Goods	Travel/ Meeting	Other		infoDev	Partner 1 BIC Baia Mare	Partner 2 BIC Harghita	Partner 3 TI Group USA	Partner 4 CBE Bucharest	Partner 5 UEFISCSU Bucharest	
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	
D	Implement the training for SMEs						0					
D1	Beneficiary companies selection	2.000	0	0	0	2.000	1.000	500	0	0	500	0
D2	Training for SMEs delivering	6.600	0	3.540	3.000	13.140	5.940	4.600	600	0	1.000	1.000
E	Provide ongoing assistance for SMEs						0					
E1	Assistance for ICT solution implementation	21.500	0	0	0	21.500	11.372	5.974	4.154	0	0	0
E2	Progress evaluation	3.000	0	0	1.000	4.000	2.000	2.000	0	0	0	0
E3	Business start-up support	2.500	0	0	0	2.500	0	1.250	250	0	1.000	0
F	Linkages with other organizations											
F1	Networking for project partner organisations	6.000	0	18.720	0	24.720	18.720	5.000	0	0	500	500
F2	Networking for beneficiary SMEs	6.000	0	6.420	0	12.420	6.420	3.300	1.200	0	1.000	500
G	Dissemination of project outcomes											
G1	Dissemination via INTERNET	2.000	0	0	28.800	30.800	17.987	10.304	509	0	2.000	0
G2	Workshops for project dissemination	5.000	0	13.500	0	18.500	13.040	3.320	320	0	820	1.000
H	Project management											
H1	Current project management delivering	27.500	0	0	30.000	57.500	38.981	10.972	375	2.000	2.000	3.172
H2	International steering meetings	18.000	0	16.250	0	34.250	19.950	3.600	1.000	9.000	0	700

Specific Costs (US\$)					Total cost	Sources of Funding						
SPECIFICATION	Staff & Consulting Services	Goods	Travel/ Meeting	Other		infoDev	Partner 1 BIC Baia Mare	Partner 2 BIC Harghita	Partner 3 TI Group USA	Partner 4 CBE Bucharest	Partner 5 UEFISCSU Bucharest	
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	
Project evaluation												
H3	Interim evaluation	4.000	0	0	7.500	11.500	8.500	3.000	0	0	0	0
H4	Final evaluation	4.000	0	25.000	3.000	32.000	30.000	2.000	0	0	0	0
Miscellaneous												
	Overheads (office costs, rents, telephones, utilities, etc.)	0	0	0	31.000	31.000	21.000	0	2.872	2.000	2.000	3.128
	Audit	0	0	0	5.000	5.000	4.000	0	0	1.000	0	0
Total												
		210.620	0	140.080	174.300	525.000	350.000	87.500	20.000	30.000	24.000	13.500

Note: the breakdown of costs is attached as an Excel file

III. DECLARATION OF CONFORMITY

I, the undersigned, hereby declare that the attached information is accurate and in accordance with the facts. In particular the financial data provided in this report corresponds to the expenditure actually incurred by the project partners for carrying out project activities. This information has been approved by the authorities representing the partners involved in the activities set out in this Report.

Dipl.eng. Radu BIG

General project manager
CDIMM Maramures

Place & Date:

Baia Mare, 12/08/2003.

LIST OF ANNEXED FILES

1. Subcontracts ICTWAY2003.zip

Grant Sub_Agreement_BIIC_013_01.doc
Grant Sub_Agreement_TIG_013_02.doc
Grant Sub_Agreement_CBE_013_03.doc
Grant Sub_Agreement_UEFISCSU_013_04.doc
Bank Account Information.doc
Logframe ICTWAY 2003.doc
Project planner.doc
Financial report.xls

2. Planner_visit_01

Planner_visit_01.doc

3. AdministrativeHB.zip

Administrative and financial handbook.doc

4. Models.zip

Time sheet model.doc
DSA sheet.doc
First page.dot
Journal.dot
Minute.doc
Paper with logo.doc
Participants list.doc
Paymet request.dot
Presentation.dot
Reports_Studies.dot