Summary Project Fiche

1. Basic Information

1.1. Number: RO-2002/000-586.03.05

1.2. Title
Strengthening and extension of the SAPARD Programme Implementation System set up for Romania

1.3. Sector
Agriculture

1.4. Location
Romania - Ministry of Agriculture, Food and Forests (MAFF) - SAPARD Agency

2. Objectives

2.1. Wider Objective
This project initiative was borne by following-up the effort already performed by the SAPARD Agency, during the years 2001 and 2002, in order to develop a comprehensive system for the projects management, required for the SAPARD Programme technical and financial implementation and monitoring functions. The purpose is to increase the capacity for providing technological solutions and services in the Information and Communication Technology (ICT) for the implementation system of the SAPARD Programme, including the SAPARD Agency and the technical delegated bodies (Ministry of Agriculture, Food and Forests and Ministry of Public Works, Transports and Housing - MPWTH), as well as to strengthen the implementation structure.

The SAPARD Agency has concluded framework agreements for the delegation of specific implementation functions with the MAFF (General Directorate for Rural Development) and MPWTH, regarding technical responsibilities concerning the measures 1.1 and 2.1 from National Programme for Agriculture and Rural Development (NPARD), such as:
- Checking the eligibility of the application forms
- Evaluation of the application forms according with selection criteria;
- Checking the eligibility of the payment applications.

To accomplish these functions in good conditions and considering that in 2003 the numbers of measures that will be implemented with the support of technical delegated services will increase, it is necessary to provide an appropriate training of the staff and the required logistics for carrying out the activity.

The required intervention can be synthesized as specified below:
- Consolidation and improvement of the pre-existing software components in relation with the requirements arisen during the early period activity of the Agency;
- Improvement of the skills in the IT Department of the SAPARD Agency for the management of the information system and the technological infrastructure and support to this Department with adequate specialised assistance;
- Consolidation and improvement of the network, hardware and software infrastructure to support the operational requirements;
- Technical assistance and training of Agency and delegated bodies staff, for the successful implementation of the NPARD and the preparation of the remaining measures in the Programme to be accredited;
- Assistance for increasing the absorption capacity of SAPARD funds by strengthening the administrative capacity of competent public bodies aimed at assisting in the emergence of a critical mass of applicants for Sapard aid competent to design and implement projects financed through decentralised EU assistance Programmes, at national level.

2.2. Immediate Objective

The improvement of the Agency performance to bring it at the level of the European standard for a modern administration.
The results of the project will help the Agency to improve the management system, in order to ensure the optimisation of the SAPARD Programme technical and financial implementation.
The strengthening of the capacity of the Agency staff in order to manage the SAPARD Programme must be targeted also to the process of preparing the accreditation and implementation of the other measures – such as 3.1, 3.4, 4.1. The ICT infrastructure that will be developed through this project will allow the Agency to guarantee the maximum efficiency in the provision of services to the SAPARD Programme beneficiaries.
At the same time proper information and communication activity will ensure the relevant authorities, at national and European level, about the adequate transparency for the implementation of SAPARD Programme in Romania.

2.3. National Programme for Accession of Romania (NPAR) and Accession Partnership priority

The NPAR objective is the promotion of a sustainable and integrated development of the agricultural sector and rural areas through the SAPARD Programme consists of harmonising the acquis communautaire in the field and adjustment of agricultural and rural development policies and contains the following priorities:
- training of the employees of the institution involved and of different other beneficiaries;
- Implementing measures financed during the first year of the SAPARD Programme;
- Harmonising the legislation and elaboration of the national legislative package requested for the implementation of measures and sub-measures related to the SAPARD Programme;
- Training the personnel from the central and local public administration (technical and economic analysis training, monitoring and evaluation of the local administration personnel);
- Training of agricultural producers and the other beneficiaries and introducing the continuous training system.

The 1999 Accession Partnership includes the following objectives regarding agriculture:
- to prepare the administrative structures needed for the design, implementation, management, monitoring, control and evaluation of Community-funded rural
development programmes;
- to reinforce administrative structures in order to improve capacities for policy formulation and economic analysis;
- To organise and carry out a general agricultural census
- To prepare for the implementation and enforcement of the management mechanisms of the Common Agricultural Policy, in particular the Integrated Administration and Control System including an animal identification and registration system and a land parcels identification system
- To continue alignment of veterinary and phytosanitary legislation and upgrade inspection arrangements, in particular at future external borders
- Strengthen the administrative capacity to implement the food safety strategy

2.4. Contribution to National Development Plan

The achievement of this project will lead to the creation of a sustainable agriculture as well as to the development of the rural area.
In accordance with the National Programme for Agriculture and Rural Development (NPARD), as a component of the National Development Plan (NDP): “The emphasis, in the future, in agriculture and in rural areas should follow the priorities identified for the pre-accession period such as: improvement of structures for processing and marketing of agricultural and fishery products, quality control of food, as well as veterinary and plant – health controls; improving infrastructure for rural development and agriculture; development of rural economy; development of human resources. It is essential to finance integrated rural projects, at the local administrative level (NUTS 5), that will assure the premises for new local entrepreneurial behaviour and environmentally friendly actions.

Funds granted according to EU Regulations insure step by step training of the farmers and of the processors in order to effective operate on EU market. The main aim is to obtain competitive products and to avoid negative effects.”

The NPARD presents the interventions of SAPARD Program in the period 2000-2006. The strategy to be followed under the Programme should lead to an agriculture much better adapted to the needs of markets while at the same time respecting the environment and creating new jobs in the rural areas.

2.5. Cross Border Impact: N/A

3. Description

3.1. Background and justification

SAPARD Programme represents the main instrument through which the European Union supports the candidate countries in agricultural and rural development area. The national authority responsible for the technical and financial implementation of SAPARD Programme is the SAPARD Agency, legal entity subordinated to the Ministry of Agriculture, Food and Forests (MAFF).

The General Directorate for Rural Development within MAFF is the authority responsible for the elaboration and amendment of the National Plan for Agriculture and Rural Development (NPARD) and is the technical delegated body for agriculture-related measures of the SAPARD Programme. Likewise, the Ministry of Public Works, Transport and Housing is the technical delegated body for the rural
The NPARD was approved by the European Commission Decision of 12 December 2000, in compliance with the decision of the STAR Committee, held on 22 November 2000.

In NPARD, Measure 4.2 *Technical Assistance* is designed to support the entire Programme, through actions such as studies elaboration, information and communication, monitoring and evaluation, assistance given to the Monitoring Committee, in order to facilitate the implementation of SAPARD Programme. The Technical Assistance Measure is seen as a complementary support to the financing through grants, a means to ensure the necessary conditions for optimising the results of the entire SAPARD Programme.

On the other hand, according also to the Commission “*Guide for all candidate countries regarding technical assistance under SAPARD*” no. F./4/AWD(2001) of 2001, activities related to the optimisation of SAPARD Programme implementation structures and reinforcement of the institutional capacities for managing pre-accession funds constitute *Institution Building*, which is part of the support provided through the PHARE Programme.

There is a need, also assessed by Commission audit missions, to ensure a thorough preparation for implementation of all SAPARD measures. It is envisaged that in order to achieve this goal, the SAPARD Agency and technical delegated bodies’ staff, at central and regional level, need additional technical assistance and training in agricultural and rural policy implementation and monitoring of the Programme. These skills are required for the purpose of successful implementation of the Romanian agricultural and rural development policy and of the *acquis communautaire*, through SAPARD.

In order for the substantial financial support needed to be truly effective, its timely allocation would be from PHARE national programme 2002, so that its impact is made in 2003 and 2004, in the first years of Sapard programme implementation.

The management of Sapard aid through modern methods and tools shall become indispensable, as the volume of projects and complexity of programme administration and monitoring increase by accreditation of further measures. Given the size of Romania’s Sapard allocation, a state-of-the-art system needs to be set up to ensure an effective fulfillment of both implementation and payment functions.

Another area where support is urgently needed is the assistance to be provided to the applicants to fill in applications, design and implement SAPARD projects. The aim of this support is to ensure:

- an effective use of Sapard aid
- maximization of the positive impact of the Programme
- transparency of Programme implementation
- the reinforcement of the administrative capacity of the competent public bodies to provide specific information and advisory support aimed at assisting in the emergence of a critical mass of applicants for Sapard aid competent to prepare and implement projects financed through decentralised EU assistance programmes, in preparation for future projects under EU structural funds

3.2. Linked activities: N/A
3.3. Results

Following the project completion, the SAPARD Agency Information System operating in Romania will include:

- a computerised central database, including the data concerning the planning and the implementing of all SAPARD projects;
- a general digital registry of all activities performed by the Agency and its technical delegated bodies for the implementation of the programme;
- a software system with the capacity to support the operational activities related to all the measures of the SAPARD programme implemented in Romania including the administration and control of payments at European standards;
- a network, hardware and software infrastructure, with the full capacity to support the operational activities related to the administration of the programme and with the link to the infrastructure of the relevant other involved institutions / technical delegated bodies;
- NPARD successfully implemented with the support of adequate technical assistance and training provided to Agency and delegated bodies’ staff.

Strengthened administrative capacity of competent public bodies to provide specific information and advisory support to a critical mass of applicants for SAPARD aid to prepare and implement projects and effectively ensure adequate transparency and enhanced impact of the Programme due to successfully transferred know-how.

3.4. Activities

The content of the project will include the main activities specified below:

- Consolidation and extension of the application of ICT in the management of the SAPARD Programme, including:
  - Critical analysis of the pre-existing IT infrastructure and software;
  - Analysis, design and development of an integrated architecture of the network, hardware and software components;
  - Improvement of the software components according to the identified requirements regarding the technical and financial implementation of the programme;
  - Improvement of the Internet portal with the development of the software components required to offer services on the network;
  - Acquisition of the required equipments and improvement/upgrading of the network, the hardware and the software infrastructure;
  - Provision of services for the acquisition and digitalisation of the relevant data to update the central database;
  - Provision of specialised training and technical support to the personnel of the IT Department internal to the SAPARD Agency during the execution of the project;
- Provision of technical assistance and training to Agency staff and technical delegated bodies for the successful implementation of the NPARD and for the preparation of the remaining measures in the Programme;
- Technical assistance for strengthening the administrative capacity of competent public bodies to assist applicants for Sapard aid by providing them specific information and advisory support to prepare and implement projects and effectively ensure adequate transparency and enhanced impact of the SAPARD Programme
4. Institutional Framework

In order to gain accession to the European Union, Romania must demonstrate the functioning of a system having the capacity to adequately manage EU pre-accession instruments compatible with EU requirements for structural-type funds. At present, Romania has set up and made operational the institutional structure for implementation of the SAPARD Programme through the SAPARD Agency and technical delegated bodies. The system is a necessary prerequisite for ensuring the efficient and correct use of financial resources allocated to support the agricultural and agrifood sectors and rural development. In accordance with the Multi Annual Financing Agreement (MAFA) and the NPARD, the SAPARD Agency delegates specific technical implementation functions to the Technical Delegated Bodies, of which the main one is the MAFF, for the vertical measures in the NPARD. The MAFF operates through the central HQ and its decentralised services at county level (the 42 DGAIA-s), which have created special divisions for SAPARD Programme implementation. The MPWTH operates through the central HQ and its 8 decentralised offices at regional level, created also for SAPARD Programme implementation. These offices need support, of same significance with the territorial structures of the SAPARD Agency and MAFF.

5. Detailed budget

<table>
<thead>
<tr>
<th>Activity</th>
<th>Phare Support</th>
<th>National Co-financing</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment</td>
<td>Institution Building</td>
<td>I/F</td>
</tr>
<tr>
<td></td>
<td>Support (I)</td>
<td>(IB)</td>
<td>I/F</td>
</tr>
<tr>
<td>Consolidation and extension of the application of ICT in the management</td>
<td>0.225</td>
<td>1.000</td>
<td>0.075</td>
</tr>
<tr>
<td>of the SAPARD Programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TA and training for preparation and implementation of measures in NPARD</td>
<td>0</td>
<td>0.500</td>
<td>0</td>
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<tr>
<td>Technical assistance for strengthening the administrative capacity of</td>
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<td>0.375</td>
<td>0</td>
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<tr>
<td>public bodies to provide specific information and advisory support to</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>applicants for Sapard aid to design and implement projects and effectively</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>enhance the impact of the Programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>0.225</td>
<td>1.875</td>
<td>0.075</td>
</tr>
</tbody>
</table>
6. Implementation Arrangements

6.1. Implementing Agency
CFCU – Ministry of Finance
36-38, Mendeleev Street, 4th Floor, Sector 1, Bucharest
PAO name: Jeana Buzduga

6.2. Implementing Authority
Ministry of Agriculture, Food and Forests (MAFF) - SAPARD Agency – Negustori Street, 1B, sector 2, Bucharest
Beneficiary Institutions: Ministry of Agriculture, Food and Forests (MAFF) - SAPARD Agency, Technical Delegated Bodies in MAFF and Technical Delegated Bodies in MPWTH. For component 3, the beneficiaries shall be the National Agency for Agricultural Consultancy (ANCA) and the Sapard Agency, the list of public bodies personnel to receive assistance being established by MAFF.
Contact person: Stefan Mitrache – General Director

6.3. Non-standards aspects: N/A
DIS Manual will strictly be followed

6.4. Contracts
Contract no 1: 0.3 MEURO
Contract no 2: 1.0 MEURO
Contract no 3: 0.5 MEURO
Contract no 4: 0.375 MEURO

7. Implementation schedule

7.1. Start of tendering/call for proposals: Jan 2003
7.2. Start of project activity: July 2003
7.3. Project completion: May 2005

8. Equal Opportunity
Selection of personnel to work on the project will be based on ability, without regard to gender. The beneficiaries will also benefit of the equal opportunity principle.

9. Environment: N/A

10. Rates of return: N/A

11. Investment criteria

11.1. Catalytic effect
The project will catalyse the setting up of an ICT integrated network (both infrastructure and operational platform) capable to guarantee the Agency’s capability to manage EU funds – an important prerequisite in the accession process.
11.2. Co-financing
The Phare investments support (0.3 MEURO) will be matched by 25% state co-financing.

11.3. Additionality
The Technical Assistance Measure under SAPARD Programme cannot finance any IB, leaving Phare as the only source of support for the institutions involved in the Programme implementation.

11.4. Project readiness and size
Projects will only be financed by Phare if they are ready for contracting and when all necessary technical studies have been completed, based on the Agency’s existing IT strategy, information and communication strategy, procedure manuals.

11.5. Sustainability
All equipment will be of latest technical and quality generation in accordance with EU norms and standards.
The beneficiary institution will pay for future maintenance and operating costs, given the fact that the support will significantly increase their capability to manage and monitor 2 Billion EURO worth of funds.

11.6 Compliance with state aids provisions
Investments will comply with state aids provisions of the European Union legislation and rules.

11.7 Contribution to the National Development Plan
The National Development Plan 2002-2005 is a comprehensive document integrating sectorial and regional strategic priority axes for Romanian development, including areas for which Romania requests EU financial support through pre-accession instruments PHARE, ISPA, SAPARD consistent with budget orientations and national economic policies and investments. These priorities constitute the development framework of future Programmes financed by community funds in the reference period.

The National Plan for Agriculture and Rural Development (NPARD) - as programming document for the SAPARD Programme’s financial assistance - is an integrant part of the National Development Plan of Romania, to which it is related through Section III - Development Strategy, Axis 4 - Support to agriculture and rural development. The SAPARD implementation structure is compliant with the regional development Law 151/1998 and the regional development strategy approved by the Government.

12. Conditionality and sequencing
After the accreditation of the SAPARD Agency by the European Commission, the manual implementation system will be replaced by full IT, allowing for a more efficient management of the relevant amount of applications received under the Programme. After the first three measures are accredited, the Agency will prepare and seek accreditation for the remaining eight measures.
## LOGFRAME PLANNING MATRIX

<table>
<thead>
<tr>
<th>Programme name: and number:</th>
<th>Date of drafting:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
</tr>
</tbody>
</table>

### Strengthening and extension of the Implementation Structure for the SAPARD Programme in Romania

<table>
<thead>
<tr>
<th>Contracting period expires:</th>
<th>Disbursement period expires:</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2004</td>
<td>December 2005</td>
</tr>
</tbody>
</table>

### Project Number

**PHARE 2002**

<table>
<thead>
<tr>
<th>Total Budget:</th>
<th>Phare contribution:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.175 MEURO</td>
<td>2.1 MEURO</td>
</tr>
</tbody>
</table>

### Wider Objective

To increase the capacity for providing technological solutions and services in the Information and Communication Technology (ICT) for the implementation system of the SAPARD Programme, including the SAPARD Agency and the technical delegated bodies (Ministry of Agriculture, Food and Forests and Ministry of Public Works, Transports and Housing – MPWTH).

To strengthen the capacity of the Agency and delegated bodies’ staff in order to manage the SAPARD Programme.

To complete the process of preparing the accreditation and effective implementation of the other measures.

To ensure effective use of Sapard aid and maximization of positive impact of the Programme by improved capacity of competent public bodies to provide free of charge specific information and advisory support to a large number of beneficiaries at national level.

### Indicators of Achievement*

- An operational ICT system set up and functioning at required parameters.
- Programme implementation structure operating at optimum standards.

### How, When and By Whom Indicators Will Be Measured

- IT Department of the Agency, audited by specialised IT auditors within the Internal Audit Directorate, by independent audit company and by European Commission experts.
- The top management of the Agency, reporting to the Managing Authority and the Monitoring Committee and audited by specialised auditors within the Internal Audit Directorate, by independent audit company and by European Commission experts.

### Assumptions and Risks

- SAPARD is a radically new type of pre-accession programme inspired by structural funds, with ex-post control, of unprecedented complexity and demands for the candidate countries.
- The Government maintains an increasing commitment to EU accession, adoption of aquis and CAP and rural development and reform.
## Immediate Objectives

- The improvement of the performance of the Agency and delegated bodies, to bring them at the level of European standards for a modern administration.
- Improvement of the management system, in order to ensure the optimisation of the technical and financial implementation of the SAPARD Programme.
- Strengthening the capacity of the Agency and delegated bodies staff in order to manage the SAPARD Programme and to prepare the accreditation and implementation of the other measures.
- Technical assistance for strengthening the administrative capacity of public bodies to support the applicants for Sapard aid to design and implement SAPARD projects and effectively ensure adequate transparency and enhanced impact of the SAPARD Programme.

## Indicators of Achievement*

- An Agency with skilled staff operating in accordance with EU Commission requirements.
- Number of beneficiaries provided with services.
- Very low level of registered complaints about the management of funds.
- A large number of applications meeting the eligibility and selection criteria.

## How, When and By Whom Indicators Will Be Measured

- The top management of the Agency, reporting to the Managing Authority and the Monitoring Committee and audited by specialised auditors within the Internal Audit Directorate, by independent audit company and by European Commission experts.
- IT Department of the Agency, audited by specialised IT auditors within the Internal Audit Directorate, by independent audit company and by European Commission experts.

## Assumptions and Risks

- The Agency staff has a low level of turnover, maintains its motivation and potential to learn.
- Beneficiaries are able to overcome bureaucratic difficulties of procedures.
- Macroeconomic stability is maintained.
- Current anticorruption campaign bears fruit.

## Outputs

- A computerised central database, including the data concerning the planning and the implementing of all SAPARD projects.
- A general digital registry of all activities performed by the Agency and its technical delegated bodies for the implementation of the

## Indicators of Achievement*

- Central database complete with all project implementation data.
- Computerised central digital registry containing scanned project dossiers.
- Digital registry in function.

## How, When and By Whom Indicators Will Be Measured

- Departments of the Agency (IT, Technical Assistance, Programme Coordination), audited by specialised auditors within the Internal Audit Directorate, by independent audit company and by European Commission experts, under supervision of the Delegation.

## Assumptions and Risks

- Large volume and high quality standards required within tight deadlines. General ICT infrastructure in Romania is weak and needs significant up-grading.
- The Agency staff has a low level of turnover, maintains its motivation and
### PROGRAMME

- a software system with the capacity to support the operational activities related to all the measures of the SAPARD programme implemented in Romania including the administration and control of payments at European standards;
- a network, hardware and software infrastructure, with the full capacity to support the operational activities related to the administration of the programme and with the link to the infrastructure of the relevant other involved institutions / technical delegated bodies;
- NPARD successfully implemented with the support of adequate technical assistance and training provided to Agency and delegated bodies staff.
- strengthened administrative capacity of competent public bodies to provide specific information and advisory support to a critical mass of applicants for SAPARD aid competent to design and implement projects and effectively ensure adequate transparency and enhanced impact of the Programme due to successfully transferred know-how.

### INFRASTRUCTURE

- Computer Network with all hardware and software elements in place with full capacity to support the operational activities related to programme administration
- A critical mass of public bodies staff knowledgeable in providing advisory support to applicants at national level.

### Inputs

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical analysis of the pre-existing IT infrastructure and software;</td>
<td>Multiplication and synergy shall be sought by a cascade effect along the chain and mutual exchange of competencies within joint groups of personnel from</td>
<td>Departments of the Agency (IT, Technical Assistance, Selection &amp; Contracting, Payments), audited by specialised IT auditors within the Internal Audit Directorate, by independent audit company and by</td>
</tr>
<tr>
<td>Analysis, design and development of an integrated architecture of the network, hardware and software components;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Large volume and high quality standards are required, within tight deadlines.</td>
</tr>
<tr>
<td>Analysis, design and development of an integrated architecture of the network, hardware and software components;</td>
<td>Improvement of the software components according to requirements identified in the target architecture;</td>
<td>Acquisition of required equipments and improvement/upgrading of the network, the hardware and the software infrastructure;</td>
</tr>
<tr>
<td>Provision of specialised training and technical support to the personnel of the IT Department internal to the SAPARD Agency during the execution of the project.</td>
<td>Provision of technical assistance/consultancy and training to Agency and technical delegated bodies’ staff to support the preparation and implementation of measures in the NPARD</td>
<td>Technical assistance and training provided to public bodies personnel aimed at supporting the applicants for Sapard programme</td>
</tr>
</tbody>
</table>

* Must be **quantified** and **measurable**
**ANNEX 2 TO THE PROJECT FICHE**

**DETAILED TIME IMPLEMENTATION CHART FOR PHARE 2002**

**Title:** Strengthening of the administrative capacity for the implementation of the SAPARD Programme in Romania.

<table>
<thead>
<tr>
<th>activities</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidation and extension of the application of ICT in the management of the SAPARD Programme</td>
<td>D D D D D D D D D D D D D D C C</td>
<td>I I I I I I I I I I I I</td>
<td>I I I I I I I I I I I</td>
<td>I I I I I I I I I I I</td>
</tr>
<tr>
<td>TA and training for preparation and implementation of measures in NPARD</td>
<td>D D D D D D D D D D D D D D D D D D D D C C C</td>
<td>I I I I I I I I I I I I</td>
<td>I I I I I I I I I I I</td>
<td>I I I I I I I I I I I</td>
</tr>
</tbody>
</table>

**Legend:**
- **D** = Design
- **C** = Contracting
- **I** = Implementation

13
## Detailed Time Implementation Chart for PHARE 2002

**Title:** Strengthening of the administrative capacity for the implementation of the SAPARD Programme in Romania.

<table>
<thead>
<tr>
<th>Activities</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>calendar months</strong></td>
<td>J</td>
</tr>
<tr>
<td>Consolidation and extension of the application of ICT in the management of the SAPARD Programme</td>
<td>I</td>
</tr>
<tr>
<td>TA and training for preparation and implementation of measures in NPARD</td>
<td>I</td>
</tr>
<tr>
<td>Technical assistance for strengthening the administrative capacity of public bodies to support the applicants to design and implement SAPARD projects and fill in applications and and effectively ensure adequate transparency and enhanced impact of the Programme.</td>
<td>I</td>
</tr>
</tbody>
</table>

D = Design  
C = Contracting  
I = Implementation
**Phare 2002**

**Title:** Strengthening of the administrative capacity for the implementation of the SAPARD Programme in Romania.

<table>
<thead>
<tr>
<th></th>
<th>31/03/03</th>
<th>30/06/03</th>
<th>30/09/03</th>
<th>31/12/03</th>
<th>31/03/04</th>
<th>30/06/04</th>
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<th>31/03/05</th>
<th>30/06/05</th>
<th>30/09/05</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONTRACTED</strong></td>
<td>0.500</td>
<td>1.000</td>
<td>1.500</td>
<td>2.100</td>
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<td></td>
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<tr>
<td><strong>DISBURSEMENT</strong></td>
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<td>0.025</td>
<td>0.500</td>
<td>0.700</td>
<td>1.000</td>
<td>1.500</td>
<td>1.700</td>
<td>2.000</td>
<td>2.100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NB:**
1. *All contracting should normally be completed within 6-12 months and must be completed within 24 months of signature of the FM.*
2. *All disbursements must be completed within 36 months of signature of the FM.*