1. **Basic Information**

1.1 CRIS Number: 2002/000.610-11

1.2 Title: Consolidating the Institutional Framework and Enhancing Administrative Capacity for Programming, Implementation and Monitoring of Structural Funds

1.3 Sector: Regional policy and co-ordination of structural instruments - SK02/IB-SPP-01

1.4 Location: Slovak Republic

2. **Objectives**

2.1 Overall Objective(s):

- To ensure the effective and full use of the Structural and Cohesion Funds

2.2 Project purpose:

- To strengthen the setting-up of the relevant Managing Authorities and to develop the professional skills of the human resources at central level needed to manage programmes in the area of structural policies

2.3 Accession Partnership and NPAA priority

2.3.1 Accession Partnership

- To define the bodies in charge of the implementation of Structural Funds and the Cohesion Fund, in particular the Managing and Paying authorities; establish a clear division of responsibilities and improve the administrative capacity, in particular in terms of recruitment and training; ensure effective inter-ministerial co-ordination.
- Further develop a coherent development plan as required by the Structural Funds regulation; define the implementation structures of the final plan
- To set up the required monitoring and evaluation systems for Structural Funds, in particular for ex-ante evaluation and for the collection and processing of the relevant statistical information and indicators.
- Align with the specific financial management and control procedures for future Structural and Cohesion Funds under the relevant EC Regulations.
- Develop the technical preparation of projects eligible to Structural and Cohesion Funds assistance (project pipeline)

NPAA

The project will contribute towards the achievement of the following NPAA objectives:

- To complete the institutional administrative structures and to create a system for their efficient operation
- To develop the methodology, rules and procedures for preparation, implementation and assessment of the Structural Funds programmes and Cohesion Fund projects
2.4 Contribution to National Development Plan

The project will enhance the capacity to further develop, and to manage, Sectoral and Regional Operational Programmes (SOPs and ROP), on both national and regional levels by strengthening Slovakia’s recently established Managing Authorities and Paying Authority and intermediate bodies.

2.5 Cross Border Impact: N/A

3. Description

3.1 Background and justification:

As regards the designation of the bodies or authorities responsible for the preparation and implementation of the Structural Funds and the Cohesion Fund, the Slovak Government has recently designated the following responsibilities as regards the Structural Funds in Government Decisions 133/2002, 317/2002 and 617/2002:

<table>
<thead>
<tr>
<th></th>
<th>Managing Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Support Framework</td>
<td>Ministry of Construction and Regional Development</td>
</tr>
<tr>
<td>Regional Operational Programme</td>
<td>Ministry of Construction and Regional Development</td>
</tr>
<tr>
<td>SOP - Economic Development</td>
<td>Ministry of Economy</td>
</tr>
<tr>
<td>SOP - Transport</td>
<td>Ministry of Transport, Posts &amp; Telecommunications</td>
</tr>
<tr>
<td>SOP - Human Resources</td>
<td>Ministry of Labour, Social Affairs and Family</td>
</tr>
<tr>
<td>SOP - Environment</td>
<td>Ministry of Environment</td>
</tr>
<tr>
<td>SOP - Agriculture, Rural Development and Fishery</td>
<td>Ministry of Agriculture</td>
</tr>
<tr>
<td>Single Programming Document (SPD) - Bratislava - Objective 2</td>
<td>Ministry of Construction and Regional Development</td>
</tr>
<tr>
<td>Single Programming Document (SPD) - Bratislava - Objective 3</td>
<td>Ministry of Labour, Social Affairs and Family</td>
</tr>
</tbody>
</table>

- Authority responsible for the co-ordination of programming: Ministry of Construction and Regional Development
- Paying Authority: Ministry of Finance

- As regards the Cohesion Fund, the following authorities have been designated:
  - Managing Authority: Ministry of Construction and Regional Development
  - Paying Authority: Ministry of Finance
  - Implementing body in the field of environment: Ministry of Environment
  - Implementing body in the field of transport infrastructure: Ministry of Transport, Posts and Telecommunications.
The Ministry of Construction and Regional Development will be the main co-ordinator of the Managing Authorities in the process of implementation of the Structural Funds. This role of the MCRD is also mentioned in Act No. 503/2001 on Support of Regional Development. In accordance with this Act, the MCRD "co-ordinates the activities of the bodies of state administration, municipalities and of local authorities involved in the preparation and implementation of the NDP, the ROP and the SOPs", as well as ensures "co-operation with the bodies of the EU in the areas of the economic and social cohesion and cross-border co-operation". This includes the co-ordination of the programming documents, the implementation of the programmes and their evaluation. If necessary, MCRD/MA CSF involves the PCSF and the Governmental Council for Regional Policy to find the solutions of controversial issues within the process of programming and implementation of the CSF. The MA CSF is also responsible for preparing the Rules of Procedures for inter-ministerial co-ordination before the end of 2002.

Through the Government Resolution No. 359/2002 (April 2002) the following Managing Authorities have been designated for INTERREG III:

<table>
<thead>
<tr>
<th>Interreg III</th>
<th>Managing Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interreg III A (cross-border cooperation)</td>
<td>Ministry of Construction and Regional Development SR</td>
</tr>
<tr>
<td>Interreg III B (transnational cooperation)</td>
<td>Ministry of Environment SR</td>
</tr>
<tr>
<td>Interreg III C (interregional cooperation)</td>
<td>Ministry of Economy SR</td>
</tr>
</tbody>
</table>

This project will build upon the Phare institution building support undertaken through the 2001 National Programme and it will expand the process of capacity building of the relevant institutions.

Notably; the activities will aim at developing the capacity of the Ministries identified as future Managing Authorities for the Operational Programmes and for the Cohesion Fund and enhance the professional skills of human resources at central level needed to manage programmes in the area of structural policies.

The four Grants Schemes included in the 2002 National Programme should be seen as complementary to such assistance, with the emphasis on developing capacity at regional and local level and on creating the necessary platform that will be necessary for the absorption of funds through the medium of projects and initiatives that will qualify for Structural Funds funding.

As delivery mechanisms, grant schemes are suitable for strengthening regional and local capacity. It is possible, through a grant scheme to fund a large number of small projects that are distributed across a number of regions and which are within the financial means of local beneficiaries. The rules by which grant schemes operate ensure transparency, accountability and spread the responsibility for project selection over a wider range of people and institutions.

3.2 Linked activities:
SPP I (SR9808.04) – Special Preparatory Programme for Structural Funds provided assistance for programming and institution building for SF, as well as for a limited series of pilot projects designed to complement and test the existing and newly established administrative structures.

SR0107.01 – Development of the Institutional Framework and Administrative Capacity for Programming and Implementation of Structural Funds

SR0107.02 – Human Resources Development through Preventive Active Measures for the Unemployed

SR0109 – Public Internal Financial Control

2002 National Programme - Economic and Social Cohesion – Local and Regional Development, Human Resources, Tourism and Industry Development Grants Schemes

3.3 Results:

The following results are expected to be achieved:

- Managing authorities for the Sectoral Operational Programmes, the Single Programming Documents for objective 2 and 3, Interreg III and other Community Initiatives and for the Cohesion Fund programmes have developed adequate capacity to deliver the tasks defined in Council Regulations 1260/1999;
- Monitoring system established and operational;

3.4 Activities:

1. Strengthening of the Managing Authorities

Taking into consideration the recent decisions of the Slovak government designating five Managing Authorities responsible for the preparation and implementation of the Structural Funds and the Cohesion Fund, additional Phare assistance (twinning) will be provided to relevant ministries to develop skills to take over the role of future managing authorities for the respective SOP (Sectoral Operational Programme).

2. Monitoring system

In order to fulfil the management, monitoring and evaluation requirements of the Council Regulation (EC) No. 1260/1999 on Structural Funds, a well functioning monitoring information system is required.

Each Managing Authority (for ROP, SOP Economic Development, SOP Transport and Telecommunications, SOP Human Resources, SOP Environment, SOP Agriculture, Rural Development and Fisheries, SPD Objective 2, SPD Objective 3, CIP) is responsible "for setting up a system to gather reliable financial and statistical information on implementation, for the monitoring indicators and for evaluation; and for forwarding this data in accordance with arrangements agreed between the Member State and the Commission, using where
possible computer systems permitting the exchange of data with the Commission" (Art. 34 of the Council Regulation No. 1260/1999 on SF).

Monitoring system will have to be tailored to particular needs of the relevant institution as each Managing Authority and the Monitoring Committee shall carry out the monitoring by reference to physical and financial indicators specified in the operational programme, or single programming document. In drawing up their indicators, they should take into account the indicative methodology and list of examples of indicators published by the Commission. The indicators shall relate to the specific character of the assistance concerned, its objectives and the socio-economic, structural and environmental situation of SR and its regions.

The 2001 NP provided some assistance for the development of the monitoring software, preparation of technical specifications (analysis and software design) and testing. Under this project, based on the outputs of the 2001 assistance, software will be provided to all relevant Ministries tailored to the specific needs of the relevant body.

Means

Strengthening of the Managing Authorities

Four PAAs, supported by a pool of medium and short-term experts, will be seconded for one year (the PAA for the Cohesion Fund will be seconded for 18 months) to each relevant Managing Authority as follows:

PAA 1 –ROP / SPD Obj. 2 / INTERREG III A - Ministry of Construction and Regional Development

PAA 2 –SOP Economic Development / INTERREG III C - Ministry of Economy

PAA 3 –SOP Agriculture, Rural Development, and Fishery -Ministry of Agriculture

PAA 4 – Cohesion Fund - Ministry of Construction and Regional Development

The PAAs will notably advice, assist and support the Slovak authorities in:

(a) Strengthening the Managing Authority for their relevant Operational Programme
(b) Transfer of know-how in the practical operations of MA responsible for managing EU funded Operational Programmes
(c) Strengthening management capacity of MA (or/and their intermediate body/ies) to implement or supervise the implementation of the Operational Programmes in line with the Council Regulation 1260/99 and regulation 438/2001
(d) Establishing procedures for adjustments of programme complement
(e) The establishment of procedure and training of the staff in organising mid-term evaluations and reporting on implementation
(f) Introducing quality assurance in administrative and financial operations,
(g) The setting up of an efficient partnership system ensuring the active involvement of all partners in all stages of programming
(h) The setting up of an efficient relation and co-ordination with the Paying authority (Ministry of Finance)
(i) Developing a system to cope with the obligations concerning information and publicity

The PAA, to be seconded at the Ministry of Construction and Regional Development (designated Managing Authority for the Cohesion Fund) will notably assist the Slovak authorities in establishing an efficient inter-ministerial co-ordination in close relation with the Ministries of Environment and Transport. The PAA is expected to devote at least half of her/his time based at the Ministry of Environment. (The latter will have to make available adequate office space and facilities).

Each PAA will be also responsible for the overall supervision of the implementation in their specific area of activity, including the work of medium- and short-term experts.

Each PAA will work in close and permanent relation with the teams of PAAs working in the frame of the 2001 National Programme - SPP2 and PIFC twinning projects.

The PAAs should have the following profile:

- He/she should have indicatively 10 years experience in the field of implementation of regional policy with a specific background of implementing SF (notably at the regional level for the PAA to be seconded to the Ministry of Construction and Regional Development - ROP/SPD Obj. 2)
- Excellent practical knowledge of EC Regulations on SF and general overview of SF functioning based on related working experience.
- Experience with partnership principle, elaboration of ROP or SPD, negotiation and monitoring process
- Experience within a ministry or institution responsible for elaboration and implementation of a programme
- Experience in training organisation
- For the PAA - Cohesion Fund: knowledge of the pre-accession instrument ISPA would be an asset
- Relevant academic background
- Fluent in English (written and spoken)
- excellent organisation and communication skills

Particular emphasis will be placed on the development of the professional skills of the civil servants at central level needed to manage programmes in the area of structural policies will be a key aspect of the overall twinning assistance.

The twinning project will include internships organised by the PAAs for (indicatively) 7/8 Slovak civil servants from each of the future managing authorities.

3.5 Lessons learned

The 1998 SPP - Special Preparatory Programme for structural policy, completed at the end of 2001, was the first Phare financed project providing a comprehensive assistance to the Candidate Countries in establishing the institutional framework and the administrative capacity building for implementation of regional and structural policies.
SPP support assisted the Slovak authorities in their preparations for future management of Structural Funds. Notably, the Programme aimed at building the administrative capacity within relevant ministries and strengthening co-ordination among relevant institutions. Phare assistance also supported the Slovak authorities in their preparation of planning documents as required by the pre-accession regulations and regulations.

In addition, the technical assistance developed ex/ante evaluation of the pNDP and delivered a large training package through the "SPP Diploma" project, which allowed the training in regional policy related issues of over 420 civil servants (at central and regional level).

4. **Institutional Framework**


The preliminary **National Plan of Regional Development of the Slovak Republic** (pNDP) is a mid-term planning document detailing Slovakia’s economic development policy until 2006. The elaboration of this document is a basic condition for receiving funding from EU pre-accession funds and, post-accession, will be the basic programming document for EU Structural Funds. The pNDP identified 5 SOPs and a single ROP covering the whole country with the exception of Bratislava County (one of 8 self-governing counties NUTS III regions in Slovakia).

A profound review of the pNDP is on-going. After EU accession, the Slovak territory covered by the single ROP will be designated as Objective 1 under Structural Funds and will be the subject of a ‘Community Support Framework’ (CSF). Bratislava County, on the other hand, will have Objective 2 status and will be the subject of a separate ‘Single Programming Document’ (SPD).

A number of institutions are involved in the co-ordination and implementation of Structural funds.

*The Ministerial Council for the Regional Policy of SR*, established in 1999, is the most important co-ordination body at political level. This is a governmental co-ordinating, and advisory body for the issues related to regional policy and co-ordination of structural policy. The chairman of the Council is currently the Deputy Prime Minister for human rights, national minorities and regional development.

*The Preparatory Committee for Structural Funds and its Secretariat*, based at the Ministry of Construction and Regional Development, is an inter-ministerial co-ordination and advisory body, at the operational/working level. The Association of Towns and Villages, representatives of NGOs and other institutions participate, on the partnership principles basis, at the works of this Committee.
The National Monitoring Committee (NMC) for the NDP was established in 2001. This body respects the principle of partnership and represents economic and social cohesion actors within the Slovak Republic. This committee will be transformed to the monitoring Committee for CSF.

Significant impact on the implementation of Structural Funds will have the Public Administration Reform. Regional elections took place in December 2001. Competencies of the state administration will be widely decentralised to the self-government level, which will include inter alia the responsibilities for regional development.

The Ministry of Construction and Regional Development SR is the central state administration body responsible for the elaboration of the NDP and will in the future fulfil the tasks of the Managing Authority having overall responsibility for the management of the NDP / CSF. The same Ministry is also managing CBC and Economic and Social Cohesion programmes financed in the frame of the Phare assistance.

The Ministry of Labour, Social Affairs and Family SR is responsible for the elaboration and implementation of the National Employment Action Plan as well as for the Sector Operational Programme for Human Resources Development and SPD Objective 3. The ESF Unit established within the ministry being responsible for the management of the ESF related programs will also be the contact point for the implementation of the European social policy in Slovakia.

The Ministry of Transport, Posts and Telecommunications SR (MoTPT) and the Ministry of Environment SR (MEnv) are managing Cohesion funds related projects, at present the pre-accession instrument ISPA – transport and environment, respectively. Each of the two ministries also prepares and will have responsibility for the implementation of Sector Operational Programme, MoTPT/SOP – Transport and Telecommunications and MEnv/SOP – Environment. In addition, Ministry of Environment SR will fulfil the tasks of the MA for Interreg III B.

The Ministry of Agriculture elaborated the Rural Development Plan for SAPARD and the Sector Operational Programme – Multifunctional Agriculture and Rural Development. During the pre-accession period it is responsible for the SAPARD fund and after accession it will manage the EAGGF. The paying agency for SAPARD has been established since January 2001 and was accredited in April 2002.

The Ministry of Economy will fulfil the tasks of the Managing Authority for SOP Economic Development and Interreg III C.

5. Detailed Budget (in MEUR)

<table>
<thead>
<tr>
<th>Phare Support</th>
<th>Institution Building</th>
<th>Total Phare (=I+IB)</th>
<th>National Co-financing*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twinning</td>
<td>1.8</td>
<td></td>
<td></td>
<td>1.8</td>
</tr>
<tr>
<td>Monitoring system/training</td>
<td>0.7</td>
<td>0.25</td>
<td></td>
<td>0.95</td>
</tr>
<tr>
<td>Total</td>
<td>2.5</td>
<td>2.5</td>
<td>0.25</td>
<td>2.75</td>
</tr>
</tbody>
</table>

6. Implementation Arrangements
6.1 Implementing Agency
*CFCU - Central Finance and Contracting Unit:*
PAO: Milan Michalička, Director
Mlynské Nivy 61
SK-821 09 Bratislava
Tel.: 00421-7-53 41 82 93
Fax: 00421-7-53 41 80 95

Implementing Authority

*Ministry of Construction and Regional Development of the SR*
Špitálska 8
SK-816 44 Bratislava, Slovak Republic
Tel: 00 421 - 2 – 5975 3815
Contact person: Mr. Zsolt Lukáč
Sectoral Coordinator

6.2 Twinning:
Beneficiary institutions:
For ROP MA / SPD Objective 2 MA / INTERREG III A MA
*Ministry of Construction and Regional Development of the SR*
Špitálska 8
SK-816 44 Bratislava, Slovak Republic
Tel: 00 421 - 2 – 5975 3815
Contact person: Mr. Zsolt Lukáč
Sectoral Coordinator

For SOP Economic Development MA / Interreg III C MA
*Ministry of Economy SR*
Mierová 19
SK- 827 15 Bratislava, Slovak Republic
Tel.: 00421 – 2 – 4854 2204
Contact person: Mr. Mirko Malik
Sectoral Coordinator

For SOP Environment MA / CF Env. related project unit / Interreg III B MA
*Ministry of Environment SR*
Nám. L. Štúra 1
SK- 812 35 Bratislava, Slovak Republic
Tel.: 00421 – 2 – 5956 2350
Contact person: Ms. Katarína Nováková
Sectoral Coordinator

For MA SOP Transport MA and CF Transport related project unit
*Ministry of Transport, Posts and Telecommunications SR*
Nám. Slobody 6
SK- 810 05 Bratislava, Slovak Republic
6.3 Non-standard aspects
Practical Guide to Phare, Ispa & Sapard contract procedures will strictly be followed.

6.4 Contracts

- Twinning Covenant (1.8 MEUR)
- Service Contract for adjusting monitoring system and training on usage (0.70 MEUR)

7. Implementation Schedule

- 7.1 Call for proposals: 3rd quarter 2002
- 7.2 Start of project activity: 2nd quarter 2003
- 7.3 Project Completion: 2nd quarter 2004

8. Equal Opportunity
Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed.

9. Environment: N/A

10. Rates of return: N/A

11. Investment criteria: N/A

12. Conditionality and sequencing
ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)
# LOGICAL FRAMEWORK PLANNING MATRIX FOR:

**Programme name and number**

2002/000.610-11

**Contracting period expires:**

30.11.2004

**Disbursement period expires:**

30.11.2005

| Total budget (MEUR): 2.75 | PHARE budget (MEUR): 2.5 |

## Consolidating the Institutional Framework and Enhancing Administrative Capacity for Programming, Implementation and Monitoring of Structural Funds

**Sheet no.**


## Overall objective:

To ensure the effective and full use of the structural and cohesion funds

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absorption capacity of the SFs / Cohesion fund</td>
<td>Commission reports, Government statistics, Reports from the managing and payment authorities</td>
</tr>
</tbody>
</table>

## Project purpose:

- To strengthen the setting-up of the relevant Managing Authorities and to develop the professional skills of the human resources at central level needed to manage programmes in the area of structural policies

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifications of trained staff</td>
<td>Assessment reports, Monitoring Committee reports</td>
<td>Institutional framework for Economic and Social Cohesion successfully established under SR0107.01 Development of the Institutional Framework and Administrative Capacity for Programming and Implementation of Structural Funds</td>
</tr>
<tr>
<td>No. of, and quality of, advice given and reports/ guidance notes/ documents produced by trained staff in relation to EC funded programmes in the area of ESC.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Results:

- Institutions skilled for managing the Operational programmes (SOPs and ROP)
- Institutions skilled for managing the Single programming documents
- Institutions skilled for managing Interreg III and other Community Initiatives Programmes
- Institutions skilled for Cohesion Fund management and implementation responsibilities in MoTPT & MoEnv
- Functioning monitoring system

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defined roles and responsibilities for SF /CF management</td>
<td>Monitoring reports of Implementing Agency for Regional Development, ROP/SOPs/SPD Monitoring Committee reports, Annual statistical reports, Reporting of the IB2001 project</td>
<td>No changes in institutions set up within ministries, Effective cooperation between all relevant ministries, Development of effective coordination mechanisms within operational programmes, Coordination of training programmes, Coordination with “Office for public services” programme, Staff receptive to training, Reduced rate of staff turnover at relevant ministries/institutions</td>
</tr>
<tr>
<td>Defined roles and responsibilities for SF /CF payments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of trained people in MCRD, MoEco, MoEnv, MoTPT, MoAgr, MoF and NUTS III regions and other public bodies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of trained people in relevant institutions on monitoring system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of projects prepared within pre-accession and post-accession period</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Activities

**Operational Programmes MAs**
- Training MCRD, MoEco, MoEnv, MoTPT, and MoAgr staff to carry out their responsibilities as Managing Authorities for the ROP/SOPs/SPD Objective 2 Bratislava NUTS II region
- Identification of tasks and training of responsible ministries needed for managing the Community Initiatives (Interreg, Leader, Urban, Equal)

2. **Training activities**
- Training for ministries staff and all partners in management of SF/CF/CI projects on procedures and manuals developed under institution building 2001 & 2002

3. **Monitoring system activities**
- Expansion of monitoring system on all relevant institutional bodies and its modification
- Training on use of monitoring software for staff in national and regional organisations responsible for SF programme implementation

### Means

- Twinning – 4 PAAs + medium- and short-expertise
- T.A. - monitoring system and training on use of monitoring software

### Assumptions

- Decisions already taken on the management of SFs and the Cohesion Fund are not changed
- Active involvement of, and political support, from the self-governments of higher territorial units
- Regional development grant scheme, Industry grant scheme, Human Resources grant scheme, Tourism grant scheme are implemented and working properly
- SR0107.01 Development of the Institutional Framework and Administrative Capacity for Programming and Implementation of Structural Funds is implemented and working properly

### Preconditions

- Synergies with the project SR0107.01 Development of the Institutional Framework and Administrative capacity for Programming and Implementation of Structural Funds are closely identified and activities within the projects are clearly defined
- Relevant outputs from the project SR0107.01 Development of the Institutional Framework and Administrative capacity for Programming and Implementation of Structural Funds are ready
- Adequate resources are made available to the responsible ministries/institutions (notably human resources)
## Time Implementation Chart

Consolidating the Institutional Framework and Enhancing Administrative Capacity for Programming and Implementation of Structural Funds

<table>
<thead>
<tr>
<th>Project Component</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st Q</td>
<td>2nd Q</td>
<td>3rd Q</td>
</tr>
<tr>
<td>Twinning</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Monitoring system</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
### Cumulative Contracting and Disbursement Schedule (in MEUR)

Consolidating the Institutional Framework and Enhancing Administrative Capacity for Programming and Implementation of Structural Funds

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted</td>
<td>1.8</td>
<td>2.5</td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td>0.2</td>
<td>0.6</td>
<td>1.2</td>
</tr>
</tbody>
</table>