

## **STANDARD SUMMARY PROJECT FICHE**

### **1. Basic Information**

- 1.1 Désirée Number:** RO-0006.08  
**1.2 Title:** **SUPPORT FOR AGRICULTURAL POLICY AND CO-ORDINATION**  
**1.3 Sector:** Agriculture (AG)  
**1.4 Twinning components (two):** **RO2000/IB/AG/01**  
Twinning for agricultural and rural policy at national level  
**RO2000/IB/AG02**  
Twinning for agricultural and rural policy at regional level  
**1.5 Location:** Romania, Ministry of Agriculture and Food (MoAF)

### **2. Objectives**

#### **2.1 Wider Objectives**

Increased economic and administrative capabilities of Ministry officials and units at central and regional levels to develop and implement co-ordinated policies for market-orientated reform and development and EU alignment.

#### **2.2 Immediate Objective**

2.2.1. Better knowledge and application by officials of economic and policy principles underlying national market-orientated reform and development and alignments with the Acquis.

2.2.2. Increased use at central and decentralised locations of selected, trained regional officials to develop policies and procedures.

#### **2.3 Accession Partnership and NPAA priority**

The 1999 Accession Partnership includes the following objectives :

##### Short-term measures

- reinforcement of institutional and administrative capacity of the Ministry's services

##### Medium-term measures

- reinforcement of agricultural policy management ...

The 1999 NPAA includes the following objective:

- a substantial increase in the institutional capacity and competence of the Ministry of Agriculture, to develop and implement strategies and programmes required for the development of the agricultural economy in the context of the Acquis and to initiate development of capacities required for CAP implementation, development of agricultural statistics

and market information systems (chapters: 3.4.2 & 3.3.3).

2.4 Contribution to National Development Plan.....*Not applicable*

2.5 Cross Border Impact .....*Not applicable*

### 3. Description

#### 3.1 Background and justification

As a result of the important privatisation of Romanian agriculture, farms have become small in overall size and are often fragmented. Many landowners have taken up farming on a private basis without the necessary skills or experience – not only of farming techniques but most importantly of farm business management and marketing. This has resulted in a large part of the farm economy reverting to a subsistence basis with peasant households producing for their own needs and the lack of a monetary rural economy. The lack of agricultural product supply off-farm has resulted in the food processing sector operating with low capacity and, hence an inability to finance the required upgrading. This creates a vicious circle as the problems of the food-processing sector increase the prices they are able to pay for farm produce diminishes and peasant households are ever-more reluctant to supply their produce off-farm. This is leading to a breakdown of the food supply chain and its ultimate conclusion would, if allowed to go unchecked, result in severe food security problems. The lack of alternative employment in rural areas has also resulted in the peasant households acting as an employment refuge. This in turn has resulted in over employment in agriculture, a lack of labour productivity and low farm incomes – important problems that the Common Agricultural Policy (CAP) was designed to overcome in the existing Member States. The strengthening of the second pillar of the CAP, rural development, will be particularly important for Romania to assist it create employment in rural areas while at the same time protecting the natural environment, landscapes and biological diversity, as well as cultural and social heritages so as to create the sustainable and viable rural communities which are vital if large scale migration to urban areas is to be avoided.

The Ministry of Agriculture and Food (MoAF) has 14 Working Groups studying the implications of the adoption *acquis communautaire* and to prepare plans for the harmonisation of Romanian policies and procedures with those required for the adoption of the Common Agricultural Policy and Romania's goal of accession. The extent of the reforms and the associated legal/institutional/industry changes present major difficulties for timely and effective co-ordination and direction of overall policy. These difficulties are additionally compounded by the lack of experience in MoAF and, sometimes, officials' reluctance, carried over from the earlier administration of centrally planned economies, to share information with other colleagues. Structures have been established to co-ordinate this work but have yet to become fully effective.

Horizontal policies require establishment to assist the development of the competitiveness of the agri-food complex and to protect the natural, social and cultural environmental capital of rural areas. The Romanian agricultural

and rural economies are suffering from a number of horizontal problems such as: a multiplicity of small farms; fragmented farm areas; problems in access to farm mechanisation (which results in poor field cultivation and sub-optimal timing of farming operations); difficulties buying and renting land; access to farm inputs which results in low yields and poor quality; a lack of technical farming knowledge and experience (including issues related to health and safety at work); the need to renew vineyards and orchards; insufficient dissemination of technical and technology information to farmers (including a need to update agricultural research systems); low investment capacity; marketing difficulties including a lack of marketing advice, a lack of producer organisations, a lack of wholesale markets and inappropriate quality standards; a lack of farmer experience in farm business management; insufficient technical farming and farm business management advice; a lack of market information.

A particular problem constraining farmers' improvement of these issues is their lack of access to credit for working capital and long-term investment. The marketing problems that result from a lack of development of producer organisations is also particularly evident and the development of such organisations could be an important route for the solution of a variety of the horizontal problems identified above (including access to inputs, technical, business and marketing assistance).

The Ministry of Agriculture lacks, however, the experience to analyse policy options, a-priori appraise policy recommendations, decide policies, monitor, and evaluate the policies and feed the results of the evaluation back into the policy-making process. This experience is being established under an existing TA project with an emphasis being placed upon sustainability but further development will be required to allow the Ministry to develop the overall integrated and sustainable agricultural and rural policy framework be required to integrate the development of the competitiveness of the Romanian agricultural and food sectors, the creation of a viable rural economy (with the assistance of but not limited to the SAPARD programme) and the adoption and implementation of the *acquis communautaire*. An on-going Twining is currently advising the MoAF on its restructuring so as to prepare for accession. The results of this Twining have not yet been finalised so it is not currently possible to precisely indicate where within the organigramme of MoAF the policy co-ordination facility will fit but the MoAF clearly recognises the need to establish or strengthen a unit in MoAF to influence policy decision making, to prepare key legislative instruments and to prepare measures for intervention (including SAPARD). It is envisaged that in order to influence policy-making and undertake the other tasks the unit will have to be structured within MoAF so that it can co-operate with the other relevant units (e.g. the SAPARD unit).

The county (Judet) staff of the Ministry of Agriculture and Food have also received little training in agricultural and rural policy implementation and monitoring. These skills will require substantial strengthening if Romania is to successfully implement its agricultural and rural development policy (including SAPARD) and to implement the *acquis communautaire*.

The work and output of the Working Groups has also been inhibited by the limited numbers of staff in MoAF central organisation. The substantial numbers of officials implementing MoAF measures in the 42 county (Judets) administrations, could also if trained be used to strengthen, supplement and

reinforce the resources of MoAF at the central level by providing a career development path and/or decentralising to particular counties the responsibility for the establishment and management of systems for the administration of policies. This would allow the scarce central resources to be directed to policy making per-se and to the establishment of the overall policy administration framework. The strengthening of selected county (Judet) MoAF administrations will both increase the pool of staff upon which MoAF can draw and provide the urgently required policy implementation capacity.

As the skills which are required to develop, establish and evaluate policies at central level and implement them in the countryside mainly exists in the public administrations of Member States Twinning will be an important mechanism for the implementation of the project. Some of the experience does, however, exist in the private sector (especially that related to independent evaluation for instance) so a combination of Twinning and traditional technical assistance shall be used. As the project will be operated at central and local levels, two linked Twinings shall be established.

### **3.2 Linked activities**

Two projects from Phare 1998 agricultural assistance programme are currently supporting the more efficient application, organisation and co-ordination in MoAF of policy work and use of manpower resources. A Phare funded French-Romanian twinning project will recommend and provide training and other assistance to effect a re-organisation of the Ministry's central structure along lines found generally in EU Member States and the European Commission's Agricultural Directorate General. The second project involving independent consultants provides short and medium-term economic and subject experts to support tasks and activities undertaken by individual Working Groups. The country structures are examined and trained to a limited extent under both projects, but some 75% of the authorities will not benefit directly. It is too early to judge the long-term impact of these projects, which only began at the end of 1999, but it is clear that the second made a major contribution to Romania's presentations at the Commission's bilateral screening meeting on agriculture, in November 1999.

In contrast, earlier (1991-1997), substantial (1,8 Meuro) assistance (for economic policy support from 1991, 1992 and 1995 Phare agricultural programmes was considered not to have had a sustainable impact, according to a Commission evaluation report on all types of agricultural assistance (published November 1999). Reasons suggested for this include resistance to reform on the part of Romanian Ministers and senior officials in post at the time; lack of concrete commitments to enlargement by the EU and on the Romanian side; failure of the Romanian authorities to integrate the unit physically and intellectually into the Ministry and high rates of turnover of officials and Ministers.

A third project (implemented through twinning) is under way which is assisting the preparation of the Rural Development Plan required for SAPARD and the design of the implementing and paying systems for SAPARD.

A Twinning for the establishment of the mechanisms required to establish and operate the Paying Agency for SAPARD has been proposed.

Other donors have not provided long-term assistance.

### **3.3 Results**

- 3.3.1.** An effective capacity to develop, appraise, monitor and evaluate integrated and sustainable agricultural, rural, environmental and food policies established within the Ministry of Agriculture and Food.
- 3.3.2.** An effective capacity to develop the policy of administration for the adoption and implementation of the *acquis communautaire*.
- 3.3.3.** An improved capacity at county level to implement agricultural and rural policies in accordance with the adoption of the *acquis communautaire*. An ability at county level to develop systems for the administration of agricultural and rural policy.
- 3.3.4** A greater use of officials from the counties for the implementation of national economic reform and EU alignment.

### **3.4 Activities**

Economic and administrative support will be provided to assist the Ministry of Agriculture and Food to i) research, create, monitor and evaluate agricultural, rural environmental and food policies, and ii) implement agricultural, rural, environmental and food policies so as to support the development of the competitiveness of Romanian agricultural and rural sectors and to adopt and implement the *acquis communautaire*. This will be undertaken with two separate but linked twinning projects – each of 2 years duration.

Training of staff at local and central level will be provided. The opportunity to integrate the training package in the twinning covenant or to organise it separately will be considered when the twinning covenant will be prepared.

Investment in infrastructure for administration and management of agricultural and rural development policy at local level and especially for implementation and management of financial support under SAPARD will be provided.

#### **3.4.1. First twinning project “agricultural and rural policy at national level”**

An experienced senior agricultural/rural economist (PAA) from the administration of a Member State together with short-term experienced officials i) involved in the central policy making, appraisal and evaluation and ii) involved in the development of the policy of administration shall be provided to the Ministry of Agriculture to advise, assist and train the unit established in the Ministry to undertake the development of horizontal policies for the agricultural, rural, and food sectors and the environment. Training of MoAF staff, and those of other Ministries concerned with designing and implementing agricultural and rural policies, may be provided both in Romania and in the twinned Member State. Training, advice and support provided shall not be limited to the unit tasked develop, appraise, monitor and evaluate integrated and sustainable agricultural, rural, environmental and food policies but shall be made generally

available to strengthen the horizontal policy making capacity across the whole of MoAF.

The Pre-accession advisor shall review the structure, operation and staffing of the unit within MoAF established or tasked to develop, appraise, monitor and evaluate integrated and sustainable agricultural, rural, environmental and food policies. The PAA shall co-ordinate and undertake a training needs analysis for the unit and devise an appropriate training programme. The PAA shall advise the MoAF and the head of the chosen unit on the work to be undertaken within the unit and the management and operation of the unit. S/he shall assist in the operational tasks of the unit and review, advise and provide on the job-support. Due to the large amount of training and the large number of short-term expert missions that will be required to conduct the training the PAA shall be experienced in the management of large projects and shall undertake the in-country management role of the project.

The implementation of an action programme to take forward the application of the *acquis communautaire*. Such actions concern especially: the creation of an agricultural markets monitoring system required for the development of a transparent market and the implementation of Common Market Organisations; the establishment of a transfer system between the national and local administrative structures for information relating to accession; the strengthening of activities with social partners to ensure the application of the new rules resulting of the transposition of European texts into Romanian legislation.

The Twinning shall result in the identification and adoption of horizontal policies to assist the development of the competitiveness of the Romanian agri-food complex by encouraging improvements in such areas as: the structural adaptation of farms; the availability of farm mechanisation; access to farm inputs; farmer training and the availability of technical and business advice; the investment capacity of farms; agricultural research and extension including the adoption of new technology; improved marketing especially through producer organisations; improved access to credit. Policies developed shall take into account the need for the protection of the natural, social and cultural environments of rural areas.

#### **Profile of the PAA:**

The senior agricultural/rural economist appointed as Pre-Accession Advisor shall be experienced in agricultural and rural policy analysis/evaluation (including but not limited to analysis of the Common Agricultural Policy), the identification of development needs (especially in transition to market based economies), policy and strategy development. S/he shall also be experienced in the design and delivery of training programmes.

### **3.4.2 Second twinning project “agricultural and rural policy implementation at regional level”**

Provision of administrative and procedural advice to MoAF county

departments (DGAAs) and other decentralised Ministries or Agencies involved in implementing and managing agricultural, rural, environmental and rural policies at county and farm levels. Advice will be given by officials from regional departments of the Ministry of Agriculture in a Member State who have experience of:

- working with Headquarters policy units to develop the Member States' responses to Commission draft laws having administration or other implementation consequences for regional units;
- implementing rural and structural development programmes (so as to enhance the capacity to implement SAPARD at the county level);
- developing, manage and overview administration systems to implement EU and national policies.

Training programmes and short-term expert visits shall be organised at local level (DGAA). Training will be provided both for local MoAF staff, and for staff of other ministries and public bodies concerned with the implementation of agricultural and rural policies. The short-term experts shall be specialists on the various issues that are covered by the programme.

The Pre-Accession Advisor shall advise on the adoption of a policy of strengthening the county offices of MoAF (DGAAs) in order to empower selected DGAAs to participate in the policy development process with particular reference to the administration of policy and the systems required. The PAA shall investigate whether it would be appropriate to give special responsibility to selected DGAAs for the design of the administrative systems to implement agricultural and rural policy or whether alternative systems would be more appropriate. Dependant upon this review and the resultant advice the PAA shall devise and deliver a plan for the implementation of a plan for decentralised agricultural and rural policy and co-ordinate the delivery of training, advice and support to strengthen the capacity of the decentralised system to implement and monitor the agricultural and rural policy mechanisms. Due to the large amount of training and the large number of short-term expert missions that will be required to conduct the training the PAA shall be experienced in the management of large projects and shall undertake the in-country management role of the project.

The Twinning will result in the development of a long-term strategy for the training of the staff of Judet administrations particularly in the implementation of rural development programmes and especially. SAPARD. Investment in upgrading of facilities at selected Judet administrations (DGAAs) so as to enhance their capacity to effectively implement SAPARD, as well as other agricultural and rural development programmes and policies.

#### **Profile of the PAA:**

The Pre-Accession Advisor shall be experienced in the design, operation and management of administrative systems for the decentralised implementation of agricultural and rural policy (including but the Common Agricultural Policy) with particular

emphasis on the monitoring of policy implementation.

### 3.4.3 Investment in decentralised units of the Ministry of Agriculture, and other relevant public bodies

A budget is provided for equipping and upgrading facilities in county offices and other decentralised structures to improve their capacities to implement rural and agricultural policies at regional and local level. This support will be provided in the context of the overall strategy for development of decentralised structures for implementation of agricultural and rural policy to be developed in the context of the twinning described at 3.4.2, and the specifications for the equipment to be procured will be justified in this context.

## 4. Institutional Framework

The twinning project “agricultural and rural policy at national level” will work with, support and strengthen the unit delegated in the Ministry of Agriculture and Food the development, appraisal, monitoring and evaluation of horizontal policies for the agricultural, rural, environmental and food sectors. Currently the department for agricultural policy and strategy within MoAF would appear to be appropriate unit within which to strengthen this capacity but ultimately whether there will be a new unit or an existing but restructured unit (e.g. the strategy department) will depend upon the results of the decisions taken by the Minister and the Government in the light of recommendations of the France-Romania twinning project RO98/IB-AG-01 currently advising on the structure of MoAF. The twinning project will also collaborate with and strengthen the Directorate-General for Rural Development which is in charge of the SAPARD programme in Romania and the Directorate-General for European Integration and International Co-operation which has been charged by the Minister of Agriculture with the overall co-ordination of MoAF’s accession preparations including being able to meet the Copenhagen Criteria (including the capacity to cope with competitive pressure and market forces within the Union) as well as oversight of transposition, harmonisation and implementation of the *acquis communautaire*.

The Twinning at the county level will work with selected Judet level agricultural administrations (DGAAs).

Both components will also provide support to training of staff from other public bodies concerned with the implementation of agricultural and rural policies.

## 5. Detailed Budget

	Phare	Support				
	Investment Support	Institution Building	Total Phare (=I+IB)	National Cofinancing*	IFT*	TOTAL
Component 1		1,50 Meuro				
Of which Twinning / Training		1,0 Meuro 0,5 Meuro	1,50 Meuro			1,5 Meuro
Component 2		2,50 Meuro				



<i>Of which Twinning / Training Investment</i>		1,00 Meuro 1.00 Meuro	2,50 Meuro			2,75 Meuro
	0.5 Meuro			0.25 Meuro		
Total	0.5 Meuro	3,50 Meuro	4,00 Meuro	0.25 Meuro		4.25 Meuro

*\* In cases of co-financing only*

## 6. Implementation Arrangements

### 6.1 Implementing Agency

The CFCU is the Implementing Agency.

The Project Implementation Unit of the Ministry of Agriculture and Food, has been designated as the Implementing Authority for agricultural projects in Romania.

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### 6.2 Twinning

Each twinning convention will supply a long-term Pre-Accession Adviser resident in Romania for 24 months. The PAAs will programme visits by appropriate officials to advise or provide training to Working Groups or designated institutions, in accordance with agreed needs, priorities and budget provisions.. Limited work experience placements in the organisations of the Member States may also be included in the programme, subject to the availability of MoAF travel funds. Without prejudice to the above duties, PAAs will also provide *ad hoc* training and advice on economic, institutional and co-ordination issues.

**6.3** Non-standard aspects.....*Not applicable*

### 6.4 Contracts

The equipment for decentralised administrative structures will be procured through a single contract under Phare DIS procedures.

## 7. Implementation Schedule

**7.1** Start of tendering/call for proposals      November 2000

**7.2** Start of project activity      April 2001

**7.3** Project Completion      March 2003

## 8. Equal Opportunity

Selection of personnel to work on the project will be based on ability, without regard to gender.

9. **Environment** .....*Not applicable*

10. **Rates of return** .....*Not applicable*

11. **Investment criteria**.....*Not applicable*

**12. Conditionality and sequencing**

- Government maintains commitment to EU alignment and market reform
- Macro-economic stability maintained
- No adverse developments in regional and world agricultural trade. Regional officials have sufficient Intellectual potential and motivation to participate effectively in work at centre
- Communications can be developed sufficiently in regions to allow decentralised policy work
- No constraints on Parliamentary time
- Salaries and conditions adequate to retain trained and experienced officials
- Trade and industry economically able to establish representative organisations or structures needed under CAP etc
- Acceptable offers received in response to twinning invitations
- For all projects with the Ministry of Agriculture, Phare support is conditional on the Ministry of Agriculture providing sufficient qualified full-time personnel for project preparation and implementation. Prior to signature of the Phare 2000 Financing Memorandum the Ministry will provide information satisfactory to the EC Delegation in Bucharest concerning the allocation of appropriate human resources for the Programme Implementing Unit and the various specialised services concerned with specific Phare projects, and these staffing levels will be maintained throughout the duration of the programmes.
- Projects to be implemented through twinning require the full commitment and participation of the senior management of the beneficiary institution. In addition to providing the twinning partner with adequate staff and other resources to operate effectively, the senior management must be fully involved in the development and implementation of the policies and institutional change required delivering the project results.

**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)

# Annex 1

LOGFRAME PLANNING MATRIX			Programme name: and number:	Date of drafting:10.02.2000
<b>Support for Agricultural Policy and Co-ordination</b>			Contracting period expires: 30.11.2002	Disbursement period expires: 30.11.2003
<i>Project Number</i> RO-0006.08			Total Budget: 4,25 (Meuro)	Phare contribution: 4,00 (Meuro)
Wider Objective	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<ul style="list-style-type: none"> <li>• Increase capabilities of Ministry of Agriculture at central and regional levels to develop and implement co-ordinated policies</li> <li>• Increased capacity of MoAF to work with other Ministries and other partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of laws and implementing structures in accordance with provisions and timetables of National Development Plan and National Programme for Adoption of Acquis (NPAA)</li> <li>• Timely production of Accession Position papers</li> <li>• Correct implementation of SAPARD programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports to European Commission on progress in reform and achievement of NPAA and on progress of the SAPARD programme</li> </ul>	<ul style="list-style-type: none"> <li>• Government maintains commitment to EU alignment, agricultural and rural development and market reform</li> </ul>	
Immediate Objectives	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<ul style="list-style-type: none"> <li>• better knowledge and application in central and regional work of economic and policy principles underlying EU acquis</li> <li>• Increased use of regional officials selected after training to develop policies and procedures including SAPARD programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>• rate of economic development by private farms and agribusiness</li> <li>• progress in Accession negotiations</li> <li>• numbers of regional officials engaged in reform and alignment work</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annual reports to Council/Committee of European Agreement</li> <li>• Annual economic assessments by Economics Directorate General of Commission</li> <li>• European Commission annual reports on accession to European Heads of Government</li> <li>• Report on the conformity of the SAPARD Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Macro-economic stability maintained</li> <li>• No adverse developments in regional and world agricultural trade</li> <li>• Regional officials have sufficient Intellectual potential and motivation to participate effectively in work at centre</li> <li>• Communications can be developed sufficiently in regions to allow decentralised policy work</li> </ul>	

Outputs	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks
<ul style="list-style-type: none"> <li>Higher volume and quality of work undertaken by central policy Working Groups and Departments</li> <li>More effective central co-ordination and planning in MoAF</li> <li>Greater use of regional officials in developing policies, laws and associated implementation procedures for national economic reform and EU alignment.</li> <li>Improved efficiency in the working relations between central and local levels.</li> <li>Improved implementation of SAPARD.</li> <li>Improved facilities in Judet administrations (DGAAAs) for the implementation of SAPARD and other agricultural and rural development policies.</li> </ul>	<ul style="list-style-type: none"> <li>measures implemented in each sector</li> <li>capacity and effectiveness of central co-ordination in MoAF</li> <li>composition of Working Groups</li> <li>Extent of decentralisation of policy and alignment work components</li> <li>Number of projects implemented under SAPARD, disbursement of SAPARD conformity of SAPARD Projects with eligibility and selection criteria and their economic impact as measures by net present value of projects implemented.</li> <li>Investment undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>number and range of measures adopted reported quarterly to Commission by MoAF</li> <li>ad hoc and annual assessments/reports by Commission Delegation to HQ</li> <li>quarterly reports by twinning PAAs to Commission and Member State involved</li> <li>Technical Specifications, Tender Evaluation(s), contract(s) and delivery/acceptance notes by PIU.</li> </ul>	<ul style="list-style-type: none"> <li>No constraints on Parliamentary time</li> <li>Salaries and conditions adequate to retain trained and experienced officials</li> <li>Trade and industry economically able to establish representative organisations or structures needed under CAP etc</li> </ul>
<b>Inputs</b> <b>Twinning exchanges with central and regional agricultural administrators and economists from Member States' agricultural Ministries, Training and Investment</b>			

\* Must be **quantified** and **measurable**

## Annex 2, DETAILED TIME IMPLEMENTATION CHART FOR PROJECT NUMBER RO-0006-08

### SUPPORT FOR AGRICULTURAL POLICY AND HARMONISATION

	2000					2001												2002											
calendar months	J	A	S	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Activities																													
TWINNING 1 (POLICY)	D	D	D	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
TWINNING 2 (REGIONS)	D	D	D	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
	D = Design C = Contracting I = Implementation																												
	continued (2003 -2005) on next sheet																												

**Annex 2, DETAILED TIME IMPLEMENTATION CHART FOR PROJECT NUMBER RO-0006-08**

**SUPPORT FOR AGRICULTURAL POLICY AND HARMONISATION**

	2003												2004												2005				
calendar months	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Activities																													
TWINNING 1 (POLICY)	I	I	I																										
TWINNING 2 (REGIONS)	I	I	I																										
	<b>D = Design</b> <b>C = Contracting</b> <b>I = Implementation</b>																												

### **ANNEX 3, SUPPORT FOR AGRICULTURAL POLICY AND HARMONISATION**

#### **CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE (MEURO 4.0)**

**DATE: 13.04.2000**

	31/03/01	30/06/01	30/09/01	31/12/01	31/03/02	30/06/02	30/09/02	31/12/02	31/03/03	30/06/03	30/09/03	31/12/03
<b>CONTRACTED</b>	3.5	3.5	4.0	4.0	4.0	4.0	4.0					
<b>DISBURSEMENT</b>		.750	1.000	1.500	2.000	2.500	3.250	3.750	4.000	4.000	4.000	4.000

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.