1. Basic Information

1.1 Desiree Number: RO-0107.01

1.2 Title: Strengthening the National Regulatory Authority for Information Technology and Communications (NRA-IT&C)

1.3 Sector: Telecommunications and information technology

1.4 Twinning Component: N/A

1.5 Location: Romania

2. Objectives

2.1 Overall Objectives

- Achieve the full liberalisation of the telecommunications market by January 1st, 2003.
- Application of the *acquis* in IT&C (the information technology, telecommunications - electronic communications - and postal services) and Information Society services sectors.
- Supporting the implementation of Information Society in Romania.
- Restructure and reform of the institutional framework in the IT&C and Information Society services sectors.

2.2 Project Purpose

- Strengthening the regulatory capacity of NRA-IT&C for elaboration, promotion and enforcement of the *acquis* and for sustaining the liberalisation of IT&C market.
- Appropriate training, curriculum and training materials for NRA-IT&C personnel and partners. Establishing the NRA-IT&C training center.
- An on-line, fast, transparent and efficient way a communication and interaction through NRA-IT&C Portal - an advanced and secure web information site.

2.3 Accession Partnership and NPAA Priority

The project proposal is linked to the priority areas for Romania’s membership preparation, as underlined in the Accession Partnership and the National Program for the Adoption of the Acquis. and will be part of:

- the *reform program in communications* which has as major objective the legislative and institutional framework for the liberalization of telecommunications market.
- the **program for development of the Information Society in Romania** which establishes national priorities complying with the strategic objectives defined in the frame of “e-Europe+” initiative and wide access to the Internet, education and continuous formation, accelerating e-commerce, faster access of citizens and companies to the public administration services and transition to e-government.

### 2.4 Contribution to National Development Plan

N/A

### 2.5 Cross Border Impact

N/A

### 3. Description

#### 3.1 Background and Justification

The Government of Romania has made commitments to the EU in its lastly submitted Position Paper and to the WTO to liberalize the telecommunications sector by the January 1\textsuperscript{st}, 2003. The Government of Romania is also committed to accelerate the transition to Information Society and to the knowledge-based economy, in order to reduce the digital divide, improve the life standard of Romanian citizens and increase the competitiveness of the Romanian economy through stimulating the provision of Information Society services.

To give consistency to these commitments, a new ministry – Ministry of Communications and Information Technology (MCIT) – was created in January 2001. This new structure promoted the following two governmental programs aiming at the fast achievement of the national priorities in its area of competence:

(a) The **reform program in communications** found its financial support through already concluded agreements with international institutions, i.e. funding has been secured by the World Bank (Government Ordinance no. 88/1998 approved under Law no. 42/1999, regarding the ratification of the Guarantee Agreement between the Government of Romania and the World Bank) for a project concerned with legislative and regulatory reform, including the development of radio spectrum management and monitoring capability. Under this World Bank project, according to the consultancy contract signed in May 2001, the activities under the design phase of the Regulatory Development Program (RDP) – consisting of drafting primary legislation – are scheduled to commence in June 2001 and to be closed by the end of the year. The end result will be the establishment of an institutional and legislative framework fully harmonised with the requirements of the *acquis communautaire*.

- The activities under the World Bank financed project will include the elaboration of Laws on telecommunications (electronic communications), radiocommunications and postal services. The work of the consultants will mainly focus on the proposed new framework for electronic communications...
infrastructure and associated services (“The 1999 Communications Review”). This will lead to the full transposition of the EU legislation on:

- the regulatory framework for electronic communications networks and services, the setting up of a fully-fledged National Regulatory Authority for IT and Communications (NRA-IT&C), including policy objectives and regulatory principles, allocation and assignment of radio spectrum, management of numbering resources;
- the authorisation of electronic communications networks and services, including granting of the rights to use radio frequencies and numbers;
- the access to, and interconnection of, electronic communications networks and associated facilities;
- the universal service and users’ rights relating to electronic communications networks and services;
- the processing of personal data and the protection of privacy in the electronic communications sector;
- the unbundled access to the local loop;
- the regulatory framework for radio spectrum policy;
- the competition in the markets for electronic communications services;
- the regulatory framework for the postal services.

• The tasks assigned to NRA-IT&C under the reform program in communications will include the elaboration and adoption of regulatory measures, and also their enforcement, which will consist of the deployment of supervisory activities in order to achieve compliance from the sector with the obligations provided in laws, regulations and general authorisations or individual licences (rights to use radio frequencies and numbers). The structure of the NRA-IT&C should be decided based on the recommendation of the consultants of the RDP design phase. Taking into account the professional experience earned by the experts employed by the actual MCIT and by the General Inspectorate of Communications (GIC) – governmental agency presently charged with monitoring and control of telecom activities –, it is expected that they will pass through a selection process in order to become a part of the NRA-IT&C personnel.

• The entry into force of the new Laws, including the establishment of NRA-IT&C, is expected to take place by the end of 2001, the latest at the end of the 1st quarter 2002, except for the Law on postal services, whose adoption is scheduled for the 3rd quarter 2001.

(b) The program for development of the Information Society in Romania started with the promotion by MCIT of a legislative package including the Law regarding the Electronic Signature, Law for the Protection of Individuals with regard to the Processing of Personal Data and the Free Movement of These Data, Law on Electronic Commerce, measures for stimulating electronic payments and for preventing and combating fraud and counterfeiting of the non-cash means of payment. The first law was adopted by both Chambers of the Parliament and the second passed through one of the parliamentary chambers, their entry into force being expected to take place in June.

• The tasks assigned to NRA-IT&C under this program will refer to the elaboration, adoption and enforcement of technical regulatory measures, mainly
referring to the accreditation of certification service providers (accreditation procedure and the decision to accreditate a compliant provider). Ascertaining trustworthiness requires several aspects to be examined: whether the staff have the necessary professional qualifications in both the legal and technical-administrative domains, whether the technical components have been adequately tested against current engineering standards and their compliance with the provisions of the Law regarding Electronic Signature, the security concept used. The NRA-IT&C will also keep the directory of certification service providers, verify the compliance with the relevant legal provisions through investigative and effective intervention powers, and will issue decisions of agreement for the bodies who attest the conformity of the electronic signature products with the legal requirements (the so-called homologation agencies). Other tasks will address the issues of electronic commerce, of secure electronic payments and of preventing and combating fraud and counterfeiting of the non-cash means of payment.

- A common task under both programs regards the possibility for implementation of selected standards.

**Taking into account that the financial resources of MCIT and GIC are insufficient to cover the needs of cost of the project, a PHARE financial support is needed for:**

- Assistance for complete the legislative framework, in full compliance with the acquis, through drafting and subsequently promoting regulations, including those of technical nature.
- Training. The proper functioning of NRA-IT&C requires qualification conditions and a high level of knowledge of its personnel, which cannot be maintained and improved without a periodical training. This objective can be achieved through qualified and institutionalised training, which presupposes the design of a training strategy, curriculum and preparation of training materials, reference visits, seminars kept by foreign trainers, building and equipment of NRA-IT&C training center. This need explains through the lack of regulatory experience, as well as through the lack of possibilities to complete university studies in Romania with high degree specialisations asked by NRA-IT&C tasks.
- Development of NRA-IT&C Portal for allowing on-line, fast, transparent and easy interaction with NRA-IT&C.

### 3.2 Linked Activities

This Project is linked with the results of the Reform and Restructuring Program developed through World Bank, respectively: establishment of NRA-IT&C and drafting the primary legislation preparing full liberalization of telecommunication sector.

### 3.3 Results

- A complete and modern set of regulations and measures for enforcement thereof in order to transpose and implement the entire *acquis communitaire* in IT&C and Information Society services sectors.
• Establishment of NRA-IT&C Training Center with distance learning facilities for NRA-IT&C personnel and partners. Training strategy, curriculum and training materials. Trained trainers.
• NRA-IT&C Portal - an advanced and secure web information site.

3.4 Activities

Assistance for Drafting and Promoting Regulations and Ongoing Technology Transfer for Enforcing the Law, Technical Regulations and Standards

A comprehensive legislative framework of primary legislation will be in place and will secure compliance with the *acquis communautaire*. The primary legislation will be supported, in certain areas, with appropriate regulations, including those of technical nature. It is the intention of MCIT to ensure that all necessary regulations and the implementing procedures are developed to complete the existing framework.

a) The contractor will be required to assist the NRA-IT&C in drafting regulations and procedures including but not limited to:

• Authorisation regime for electronic communications networks and services: model authorisations/licences (rights to use), procedures to be followed for the application and grant of licences (rights to use), regulations regarding licence (rights to use) fees.
• Granting of rights of way and mechanisms for facility sharing and co-location, for example where rights of way are limited for environmental, public security or planning reasons.
• Operators with significant market power: defining obligations to be placed on specific undertakings and carrying out market analysis, in order to decide whether to either impose, maintain or withdraw obligations on specific undertakings.
• Access to, and interconnection of, electronic communications networks and associated facilities: obligations that can be imposed on operators, resolution of disputes between undertakings in interconnection related matters.
• Universal service and users’ rights: finding more efficient means of designating operators with universal service obligations, methods for calculating net costs of the organisations concerned and designing mechanisms for any necessary compensation of undertakings.
• Processing of personal data and the protection of privacy: regulations on the directories of subscribers for specific cases (fixed voice telephony services, GSM, e-mail), unsolicited communications, privacy compliance of software and hardware used for electronic communications services.
• Competition in the markets for electronic communications services: control of type approval and mandatory specifications, surveillance of usage conditions, other necessary regulations.
• Postal services: universal service provision, services which may be reserved, tariff control, monitoring the quality of services.
• Market surveillance regarding the circulation of radio and telecommunications terminal equipment: to draft regulations and procedures to secure efficient surveillance of the market for radio and telecommunications terminal equipment.
• Electronic signature and certification service providers: accreditation procedure and the decision to accredit a compliant provider, decisions of agreement for the homologation agencies.
• Electronic commerce, secure electronic payments and of preventing and combatting fraud and counterfeiting of the non-cash means of payment.
• Standardisation: possibility for implementation of selected standards in all the fields concerned.

b) The contractor will assist the NRA-IT&C in organising public seminars, road shows and conferences (including abroad presenters) for:

• Public awareness campaign regarding the new regulatory regime in Romania, targeted at the incumbent operators, potential new entrants, equipment producers and vendors, consumers, local authorities.
• Familiarising SMEs with providing and using electronic signature- and electronic commerce-related services, including relevant standards.
• Public consultations on proposed regulatory solutions, in order to choose alternatives which fit best to the specific of the market, to show transparency and openness and to improve public trust in the regulatory process.

Training and Assistance for Training Strategy, Curriculum and Training Material, Development of the Training Center with Distance Learning Facilities

a) The contractor will provide training and assistance for the preparation of the training strategy, curriculum and training materials. The following activities are foreseen:

• Designing the training strategy and curriculum, including:
  - preparation of a training policy;
  - reviewing existing resources (facilities, equipment, training materials, financial, human resources);
  - identification of requirements for staff development (skill levels of existing staff, skill shortages of new recruits, staff turn-over levels, succession planning);
  - identification of equipment needs (computing, communications, training aids);
  - preparation of training program outline;
  - assisting with preparation for and delivery of pilot training program;
  - preparation of a program for training the trainers.
• Preparation of training materials.
• Train the trainers and appropriate personnel
• Special training including reference visits and dedicated seminars kept by foreign trainers.
• Electronic library and on-line access to training databases.
• Identification of and the preparation of technical specifications for specialised training equipment appropriate for the training courses to be developed.

(b) Procurement of the equipment, hardware, software and documentation for the NRA-IT&C training center, including distance learning facilities.

Development of NRA-IT&C Portal - an advanced and secure web information site

(a) The contractor will provide technical assistance for the development of the NRA-IT&C portal focused on:
• Fast and easy interaction with NRA-IT&C, including complete presentation of the organisational chart and tasks, public consultation on laws and regulations.
• Promoting and dissemination of IT&C laws and regulations, national and international standards.
• Support for on-line notifications, licence (rights to use) applications, service providers databases;
• Popularisation of electronic signature-related services, evidence and accreditation of certification service providers, homologation of electronic signature products.

(b) Procurement of the hardware and software, with advanced security procedures and backup facilities.

4. Institutional Framework

MCIT will be responsible for policy/strategy making for the development of the IT, communications and postal services sector in Romania and of the Information Society services, gradually transferring regulatory tasks to the NRA-IT&C. NRA-IT&C will be developed as the regulatory authority for IT, communications and postal services sector.

The tasks assigned to NRA-IT&C will include drafting and issuance of technical and economic-based regulations (see 3.1 and 3.4). In order to fulfil its mandate, NRA-IT&C shall implement the appropriate infrastructure, including the training facilities and programs for the personnel in order to increase its own capacity for operating this infrastructure (National Spectrum Monitoring System, National Monitoring System for Quality of Telephony Services, Regional Laboratories, etc) and the corresponding activities.

5. Detailed Budget

The project total cost is estimated at 3.8 MEURO, out of which the total financial contribution from Phare is 2.8 MEURO and the Romanian co-financing is 1.0 MEURO.

The proposed Phare financing is structured as follows:

1.8 MEURO allocated for Assistance for Drafting and Promoting Regulations and Ongoing Technology Transfer for Enforcing the Law, Technical Regulations and Standards:

- 1.3 MEURO for technical assistance, workshops, seminars, reference visits, ongoing technology transfer for enforcing the law, technical regulations and standards;
- 0.5 MEURO for (at least 1 per month during the first two years) public seminars, road shows, conferences (including abroad presenters) for:
  • public awareness campaign regarding the new regulatory regime in Romania, targeted at the incumbent operators, potential new entrants, equipment producers and vendors, consumers, local authorities;
• familiarising Small and Medium Size Enterprises with providing and using electronic signature and e-commerce related services, including relevant standards;
• public consultations on proposed regulatory solutions, in order to choose alternatives which fit best to the specific of the market, to show transparency and openness and to improve public trust in the regulatory process;

**0.5 MEURO allocated for Training and Assistance for Training Strategy, Curriculum and Training Material, Development of the Training Center with Distance Learning Facilities:**

- 0.5 MEURO allocated for training programs, including training strategy, curriculum and training materials, reference visits, seminars kept by foreign trainers, training center library (EU/ERO/ERC/ETSI/ITU documentation, including procurement of the official documents, manuals, studies, on-line access to databases).

**0.5 MEURO allocated for Development of NRA-IT&C Portal - an advanced and secure web information site:**

- 0.3 MEURO for developing and maintaining the dynamic website for promotion and dissemination of IT&C laws and regulations, national and international standards, support for on-line notifications, licence (rights to use) applications, service providers databases, popularisation of electronic signature-related services, evidence and accreditation of certification service providers, homologation of electronic signature products.
- 0.2 MEURO for procurement of the hardware and software, with advanced security procedures and backup facilities.

The GIC contribution of **1 MEURO** will be added to Phare 3.5 MEURO contribution and will be used for NRA-IT&C training center offices (building, furniture, utilities, etc.).

(in MEURO)

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>Phare Support</th>
<th>National co-financing</th>
<th>IFI</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Invest. Support</td>
<td>IB</td>
<td>Phare (= I+IB)</td>
<td></td>
</tr>
<tr>
<td>1. Assistance for Drafting and Promoting Regulations and Ongoing Technology Transfer for Enforcing the Law, Technical Regulations and Standards</td>
<td>1.8</td>
<td>1.8</td>
<td></td>
<td>1.8</td>
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<tr>
<td>Technical assistance, workshops, seminars, reference visits</td>
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<td>1.3</td>
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<td>1.3</td>
</tr>
<tr>
<td>Public seminars, road shows and conferences</td>
<td>0.5</td>
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<td>0.5</td>
</tr>
<tr>
<td>2. Training and Assistance for Training Strategy, Curriculum and Training Material, Development of the Training Center with Distance Learning Facilities</td>
<td>0.5</td>
<td>0.5</td>
<td>1.0</td>
<td>1.5</td>
</tr>
<tr>
<td>Training programs, reference</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>visits, seminars kept by foreign trainers, on-line electronic library</td>
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<td>0.5</td>
<td>0.5</td>
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</tr>
<tr>
<td>Offices</td>
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<td>1.0</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td><strong>3 Development of NRA-IT&amp;C Portal - an advanced and secure web information site:</strong></td>
<td>0.2</td>
<td>0.3</td>
<td>0.5</td>
<td>0.5</td>
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<tr>
<td>Developing and maintaining the dynamic website</td>
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<td>0.3</td>
<td></td>
<td>0.3</td>
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<tr>
<td>Procurement of the hardware and software</td>
<td>0.2</td>
<td></td>
<td></td>
<td>0.2</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>0.2</td>
<td>2.6</td>
<td>2.8</td>
<td>1.0</td>
</tr>
</tbody>
</table>

6. Implementation Arrangements

6.1 Implementing Agency

The Project shall be managed under the Decentralised Implementation System (DIS). The Romanian Implementing Agency is the Central Finance and Contracts Unit (CFCU), which retains overall responsibility for the implementation of the Project (approval of Terms of Reference, of tender documents, of evaluation criteria, of evaluation of offers, signature of contracts, authorisation and payments of invoices).

The Romanian Implementing Authority is the MCIT, which is responsible towards the Implementing Agency for the operational management of the project: preparation of Terms of Reference, of tender documents, of evaluation criteria, of evaluation of offers, of contracts.

The beneficiary institution is the future NRA-IT&C.

6.2 Non-standard Aspects

The DIS Manual will strictly be followed.

6.3 Contracts

The number of contracts is 3, with a total value amounting to 3,5 Meuro.

7. Implementation Schedule

<table>
<thead>
<tr>
<th>Start of tendering</th>
<th>Start of project activities</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2001</td>
<td>March 2002</td>
<td>December 2004</td>
</tr>
</tbody>
</table>

8. Equal Opportunity
The proportion between men and women in the personnel involved in the project design and implementation will be balanced, with no discrimination regarding women’s tasks and salaries compared to the men’s.

9. Environment

The project has no environmental impact.

10. Rates of Return

Not Applicable

11. Investment Criteria

11.1 Catalytic Effect

The Phare program will catalyse the process of develop operational capabilities of NRA-IT&C, prepared to face the important role of such authority in the process of liberalisation of the market. In the absence of this program, the MCIT and the GIC own financial resources are insufficient for the development of such a complex objective.

11.2 Co-financing

This project will be co-financed from GIC own funds.

11.3 Additionality

The Phare grants for this project, as it has been described in points 3.4 and 4, will not displace other financiers. The completion of the whole project entailed by its complexity needs a total valued of around 4,5 MEURO, which are envisaged to be covered from Phare funds and GIC own financial resources.

11.4 Project Readiness and Size

The preliminary studies are completed and the implementation of the project can start according to the implementation chart (Annex 2). The project complies with the 2 Meuro minimum Phare allocation requirement.

11.5 Sustainability

The future maintenance and operation of the training center will be assured by NRA-IT&C.
11.6 Compliance with State Aids Provisions

The Project respects the state aids provisions.

12. Conditionality and sequencing

The Project depends on:

- The action of MCIT, assisted by the consultant under WB project, for the timely completion of the work on drafting primary legislation, expected to take place by the end of 2001;
- The action of MCIT and of the Romanian Parliament, for the timely adoption and entry into force of the primary legislation.

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)
### Strengthening of the National Regulatory for Information Technology and Communications (NRA-IT&C)

**Contracting period expires:** 30.11.2003  
**Disbursement period expires:** 30.11.2004

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve the full liberalisation of the telecommunications market by January 1(^{st}), 2003.</td>
<td>Full liberalization of the telecommunication market by January 1(^{st}), 2003.</td>
<td>Official statistics and market analyses</td>
</tr>
<tr>
<td>Application of the <em>acquis</em> in IT&amp;C (the information technology, telecommunications - electronic communications - and postal services) and Information Society services sectors.</td>
<td>Up to date application of the acquis in the IT&amp;C field by December 2004.</td>
<td>Regular and progress reports of Government of Romania</td>
</tr>
<tr>
<td>Supporting the implementation of Information Society in Romania.</td>
<td></td>
<td>Results of the negotiation process towards EU accession</td>
</tr>
<tr>
<td>Restructure and reform of the institutional framework in the IT&amp;C and Information Society services sectors.</td>
<td></td>
<td>Progress reports on aquis adoption</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project purpose</th>
<th>Indicators of Achievements</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening the regulatory capacity of NRA-IT&amp;C for elaboration, promotion and enforcement of the <em>acquis</em> and for sustaining the liberalisation of IT&amp;C market.</td>
<td>Timely submission of project fiches including related documentation to the Commission</td>
<td>Project reports.</td>
<td>Adoption of the IT&amp;C laws.</td>
</tr>
<tr>
<td>An on-line, fast, transparent and efficient way a communication and interaction through NRA-IT&amp;C Portal - an advanced and secure web information site.</td>
<td>90% of the NRA-IT&amp;C technical and legal employees trained by December 2002.</td>
<td>Training certifications of NRA-IT&amp;C personnel.</td>
<td>Institutional building for NRA-IT&amp;C</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
**Annex 1 – Logframe matrix for project: RO0107.01**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| - A complete and modern set of regulations and measures for enforcement thereof in order to transpose and implement the entire *acquis communautaire* in IT&C and Information Society services sectors. | - Progress report on the adoption of the acquis.  
- Over 90% users satisfaction regarding training facilities.  
- Over 90% user satisfaction regarding NRA-IT&C Portal. | - Official monitor of Romania.  
- On site verification.  
- Third party (industry associations, etc.) screening reports.  
- Internal surveys and annual report of NRA-IT&C. |
- NRA-IT&C Portal - an advanced and secure web information site. | | - Adoption of the IT&C laws.  
- The legal framework for establishing NRA-IT&C.  
- Institutional building for NRA-IT&C. |
| - Assistance for Drafting and Promoting Regulations and Ongoing Technology Transfer for Enforcing the Law, Technical Regulations and Standards. | (a) Assistance for drafting regulations and procedures: authorisation regime, rights of way, facility sharing and co-location, operators with SMP, access and interconnection, universal service and users' rights, processing of personal data and protection of privacy, competition, postal services, RTTE market surveillance, electronic signature, certification service providers, electronic commerce, secure electronic payments, preventing and combating fraud, standardisation; (b) assistance for securing a twinning partner; (c) assistance in organising public seminars, road shows and conferences. | - Adoption of the IT&C laws  
- The legal framework for establishing NRA-IT&C.  
- Institutional building for NRA-IT&C.  
- Staff available.  
- Co-operation with other institutions who set and use standards. |
| - Training and Assistance for Training Strategy, Curriculum and Training Material, Development of the Training Center | (a) Training and assistance in training; preparation of training strategy, curriculum and training materials; reference visits and seminars; on-line training library; train the trainers and appropriate personnel; | |
| - Development of the NRA-IT&C’s Portal – an advanced and secure web information site. | (a) Technical assistance for development of the NRA-IT&C portal; (b) procurement of hardware and software with advanced security procedures and backup facilities. | |
## Strengthening of the National Regulatory for Information Technology and Communications (NRA-IT&C)

<table>
<thead>
<tr>
<th>Components</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
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<tr>
<td>Assistance for Drafting and Promoting Regulations and Ongoing Technology Transfer for Enforcing the Law, Technical Regulations and Standards</td>
<td>D D D C I I I I</td>
<td>R I I I I</td>
<td>R I I I I</td>
<td>R I I I I</td>
</tr>
<tr>
<td>Training and Assistance for Training Strategy, Curriculum and Training Material, Development of the Training Center</td>
<td>D D D C I I I I</td>
<td>R I I I I</td>
<td>R I I I I</td>
<td>R I I I I</td>
</tr>
<tr>
<td>Development of NRA-IT&amp;C Portal - an advanced and secure web information site</td>
<td>D D C I I</td>
<td>R I I</td>
<td>R I I</td>
<td>R I I</td>
</tr>
</tbody>
</table>

D = Design/Tender preparation  C = Contracting  I = Implementation/works  R = Review/evaluation
### Strengthening of the National Regulatory for Information Technology and Communications (NRA-IT&C)

<table>
<thead>
<tr>
<th>Cumulative contracting schedule by quarter in Meuro (planned)</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>V</td>
<td>VI</td>
<td>VII</td>
</tr>
<tr>
<td>Total contracting:</td>
<td>2.3</td>
<td>2.8</td>
<td>2.8</td>
</tr>
<tr>
<td>Total disbursement:</td>
<td>0.46</td>
<td>0.66</td>
<td>1.42</td>
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