1. **Basic information**

1.1 **Déborah Number:** RO.0107.02  
1.2 **Title:** Audiovisual acquis adoption and implementation in Romania - improvement of policy-making and development of administrative capacity  
1.3 **Sector:** Audiovisual  
1.4 **Twinning component:** N/A  
1.5 **Location:** Romania

2. **Objectives**

2.1 **Overall Objectives:**

- Adoption of an appropriate audiovisual legislative framework harmonized with the acquis in the audiovisual field, in order to enhance democracy and a responsible civil society.

- Reinforcing the capacity of the Ministry of Culture and Religious Affairs (MoCRA) to fulfil its designated role in developing government policy in the audiovisual field.

- Strengthening the National Audiovisual Council’s (NAC) capacity to implement the acquis and monitor the process of compliance by the licensed operators.

2.2. **Project Purposes:**

- to contribute to the drafting and implementation of a balanced and proportionate audiovisual policy that ensures both free competition and pluralism in the sector.

- to increase the general awareness of the acquis adoption and its enforcement, by improving communication both within Romania, between the executive, the regulatory body and professional organizations, and externally, by developing a cooperation framework with similar bodies and institutions in Europe.

- to develop the administrative capacity of MoCRA and that of NAC, to draft and implement policies within the harmonized legal framework for the audiovisual field, in order to preserve cultural diversity and at the same time protect the public interest.

- to facilitate the understanding and to raise the awareness of Members of Parliament, of Government officials and of professionals with regard to the contents of the acquis and of the European standards, guidelines and
principles for the audiovisual sector, such as formulated in various European legal instruments, binding or not binding.

- to improve knowledge among the general public of the implications of developments in Romanian broadcasting that harmonization with European standards will bring.

2.3 Accession Partnership:
Accession Partnership, Annex: “Recommendation for action”, Chapter 3.2 “Innovation” provides, as short-term priority, the necessity of amendments to the existing legislation with a view to complete alignment of legislation on audiovisual.

NPAA priority:
In Chapter 3.20 of the NPAA, “Culture and audiovisual policy”, the main objective on short and medium term is to strengthen the NAC’s institutional capacity of implementation of the acquis communautaire in order to conclude the adoption of the acquis and to enhance the position of the NAC as the authority regulating and overseeing the free and harmonious development of the audiovisual market.

2.4 Contribution to National Development Plan: not applicable

2.5 Cross Border Impact:
This is not a cross-border cooperation program, thus no such impacts are foreseen. Nevertheless, it should be mentioned that, in the case of the Television without Frontiers Directive of the EC and the Council of Europe Convention on Transfrontier Television, the impact of acquis adoption and implementation should reinforce the production of European audiovisual works and contribute to establishing a common regulatory framework within an enlarged European Union.

3. Description

3.1 Background and justification:
The existing legal framework in broadcasting in Romania, according to the AP, should undergo further harmonisation steps. This process has already started by drafting a new audiovisual law which is currently being prepared for the consideration of Parliament.

National Audiovisual Council (NAC)
- Concerning the approximation of the Romanian audiovisual regulatory framework with the EU acquis, the NAC is directly involved and has an essential role in drawing up primary legislation and it issues secondary legislation, as confirmed by recent Decisions concerning compulsory norms for advertising, teleshopping and sponsorship, and restrictions and warnings for the protection of minors, right of reply. However, to ensure that the legislation is fully implemented, containing as it does a number of new requirements for broadcasters and operators in Romania, the administrative capacity of the NAC needs to be increased, principally by extending the network of regional control and monitoring centres of the NAC. This will significantly improve the Council’s ability to assess accurately the extent of compliance with the acquis.
At present there are 5 NAC monitoring and control centres, with a further one under construction, which are able to carry out 24-hour supervisory activity. Together they are responsible for monitoring the broadcast output of 2,297 licence holders - radio, television and cable operators. In effect each of the 19 regional inspectors covers two districts and oversees around 110 channels. This is clearly inadequate in terms of effective supervision. It is therefore proposed that 16 new regional units be established. Each such unit has a two-fold activity, covering control and monitoring, and being the point of contact for the licence holders in terms of information and advice. In parallel, there is a need to increase the capacity of the central Monitoring Unit in Bucharest to ensure co-ordination and consistent standards between the regional centres throughout the country.

The Ministry of Culture and Religious Affairs (MoCRA)
- It was considered necessary to bestow specific responsibilities concerning the elaboration of audiovisual policies and the formulation of primary legislative initiatives on a Governmental body. This Governmental authority is the Ministry of Culture and Religious Affairs by an Emergency Ordinance No. 9/2001. The Governmental Decree No. 28/2001 establishes specific powers related to the audiovisual sector for this governmental authority. In order to carry out the new responsibilities, a special division has been set up within the Ministry of Culture and Religious Affairs. This is the Division for Harmonisation, Media, Audiovisual, and Evaluation. This new structure has been operational since February 2001 but, as a relatively new body, needs assistance in fully establishing and strengthening its role as legislator and lawmaker.

At the same time recent media developments (such as digital broadcasting, multimedia, the convergence of traditional broadcasting and telecommunications) and the speed of change in the field, compared to the 1980’s, calls for a new approach in regulation.

The preparation for the future development of the acquis in the field of audiovisual is envisaged, taking into account the forseen modifications of the Directive Television without Frontires.

3.2. Linked activities:
MoCRA and NAC have already scheduled related activities in the audiovisual field, mainly within the ADACS 2001 Program - Media component, of the Council of Europe, in which Members of Parliament and public authorities as well as professional organisations will be involved. The main component is a series of seminars for which provisional dates have been agreed as follows:
- Cross-ownership and transparency in media (June 2001).
- Regulation and self-regulation in the media field (June-July 2001).
- Legal and voluntary deposit of audiovisual works. Audiovisual archives (October 2001).
The NAC took the initiative of organizing a Conference of the Regulating Authorities in the Candidate Countries on the Adoption and Implementation of the Acquis aiming at assessing as clearly as possible the general situation of the candidate countries from the point of view of the economic and legislative criteria, of their capacity to meet the requirements of the audiovisual acquis and to share the experience and expertise gathered by candidate countries. In order to organise this conference NAC applied for financing under Phare “Europe” programme.

3.3. Results:

The implementation of this PHARE programme will have the following results:

- adoption and implementation of the acquis in the audiovisual field, namely on the issues of: proportion of European works, protection of minors, respect for human rights and dignity, advertising, sponsorship and teleshopping, right to reply, major events, jurisdiction (Directive TWF 89/552 EEC amended by Directive 97/36 EC);
- elaboration by the NAC and MoCRA of guidelines for an audiovisual policy aimed at ensuring the promotion of cultural diversity and the pluralism of sources and opinions;
- improvement of collaboration between MoCRA and NAC in the regulatory process at a primary level (law adoption) and secondary level (NAC Decisions) by combining the expertise of the two institutions;
- improvement of NAC regulatory activity, by elaborating new policies that derive directly from implementation of the acquis;
- an improved capacity of the NAC to enforce audiovisual legislation in particular through:
  ▪ the establishment of 16 new regional control and monitoring centres across the country in addition to the existing 5 centres;
  ▪ the development of the Bucharest monitoring operation by equipping it according to modern standards and by improving expertise;
  ▪ raising the effectiveness of NAC in imposing sanctions on broadcasters for infringement of harmonized legislation with a consequent improvement in the broadcasters’ compliance with the acquis;
- improvement of communication capacity of the NAC to disseminate information and to raise public awareness of its role;
- an increased effectiveness of the departments within NAC by improving coordination between central and regional units;
- improving of professional skills within NAC and MoCRA personnel and audiovisual professionals;
- increasing awareness among NAC and MoCRA personnel and audiovisual professionals of accession process;
- improving the NAC and MoCRA experts’ ability to use the newly acquired equipment;
- increased awareness of the members of Parliament on audiovisual acquis adoption and implementation;

3.4 Activities:

Institution building:
With the support of the Technical Assistance under this project the following activities will be carried out:

a) creation of a Project Implementation Unit (PIU) within NAC. (listed in budget for financing by National co-financing element);

b) elaboration, promotion and adoption of a harmonized secondary legal framework and specific regulations for the implementation of the provisions of the Television without Frontiers Directive (included in budget under all headings);

c) strengthening the newly created audiovisual unit within the MoCRA. (included in budget under Training and Workshops);

d) development of an integrated monitoring and control network for the NAC to be used in the monitoring office in Bucharest and in the 21 regional units. (Listed in budget as main component of Phare Investment Support. Technical Dossier is being prepared in line with Phare procedures);

e) development of a database on compliance with EC Directive (included in budget under Monitoring and control network, Investment Support);

f) design and organization of training courses (on recent developments in monitoring and regulatory systems, on European accession) for NAC and MoCRA personnel and audiovisual professionals, as well as for those involved in audiovisual-related fields, with EU experts (cooperation with other Romanian companies specialized in training activities). In the future the staff trained during the project will train potential new staff. (Listed in Budget under Training Component, part of Phare Institution Building);

g) organization of multidisciplinary workshops together with other institutions in the related fields of education, psychology, health, in order to analyse the impact of the media on the intellectual, psychological and physical development of minors and of other groups of public, since, in line with Directive 89/552/EEC and Directive 97/36/EC (Chapter V on protection of minors and public order, Art. 22 and 22b) NAC made it one of its primary objectives to ensure that broadcasts do not impair the physical, mental or moral development of minors (listed in Budget under Workshops);

h) carrying out studies on the impact of the acquis implementation on the Romanian audiovisual sector.(Budget Listing under Studies - Institution Building);

i) comparative studies on current European audiovisual policies regarding technological developments in order to define and enforce adequate regulations for audiovisual activities in Romania. (Budget Listing under Studies – Institution Building);

j) re-designing the NAC Bulletin in both electronic and printed formats together with updating the NAC internet site by including information on progress in adoption and implementation of the acquis to improve transparency of NAC’s work. (Budget listing under Institution Building);

k) organization of public debates on audiovisual policy issues.

Investment:
- equipment for the development of an integrated monitoring and control network of the NAC (monitoring office in Bucharest and 21 regional units). This will consist of two types of equipment: IT equipment for establishing proper communication and consistent standards between the units and recording equipment for monitoring of programme content;
necessary equipment for the NAC meeting hall, where training courses and most of the seminars will be held;
- database on compliance with the EC Directive accessible to all parties in project.

4. Institutional Framework

The institutional framework will be provided by MoCRA and NAC. In keeping with the Government Decision No.28/January 2001 published in the Official Gazette 35/19.01.2001, MoCRA was entrusted with responsibilities for drafting and promoting audiovisual policy. Consequently, MoCRA will:

a) draw up or, according to the case, give its agreement to the drafts or the legislative initiatives in the field of film and audiovisual, in keeping with the legal provisions;
b) initiate and negotiate, in accordance with the provisions of the law and in co-operation with other institutions or authorities, the conclusion of conventions, agreements and other international understandings in the audiovisual field or recommend the accession to existing ones or their ratification, as the case may be.
c) negotiate and conclude, in accordance with the law and in co-operation with other institutions or authorities, inter-governmental agreements in the audiovisual field.
d) support various forms of governmental and non-governmental co-operation in the audiovisual field.
e) represent Romania, in accordance with the law, in inter-Governmental bodies having activities in the audiovisual field.
f) ensure, within the limits of its budget, the allocation of financial support for the programmes and activities undertaken within the sphere of international or regional programmes in the audiovisual field.

The National Audiovisual Council was established by the 1992 Broadcasting Law, which stipulates that an independent, autonomous authority shall be created in the audiovisual sector. The National Audiovisual Council is an autonomous public authority with responsibilities in the field of granting broadcasting licences, drawing up secondary legislation and imposing legal requirements in the audiovisual field. To this purpose, the NAC regulates the broadcasters’ audiovisual activity and applies sanctions for infringements of the regulations.

A PIU will be created within the NAC in order to carry out the Phare project and staff will be appointed for the management of the project stages and operational tasks. The NAC will increase and improve its administrative and regulatory capacity towards implementing the acquis, by enlarging its monitoring and control capacity and staff resources, proportionate to the number of broadcast programme services throughout the country to ensure consistency of standards.

5. Detailed Budget
<table>
<thead>
<tr>
<th>Project implementation unit</th>
<th>Phare Support</th>
<th>Support in Euros</th>
<th>National Co financing*</th>
<th>IFI*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Monitoring and control network</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>100,000</td>
<td>50,000</td>
<td>1,100,000</td>
</tr>
<tr>
<td>2. Technical Assistance total out of which:</td>
<td>500,000</td>
<td>500,000</td>
<td>230,000</td>
<td></td>
<td>730,000</td>
</tr>
<tr>
<td>- training</td>
<td>200,000</td>
<td>200,000</td>
<td>80,000</td>
<td></td>
<td>280,000</td>
</tr>
<tr>
<td>- workshops</td>
<td>150,000</td>
<td>150,000</td>
<td>50,000</td>
<td></td>
<td>200,000</td>
</tr>
<tr>
<td>- studies</td>
<td>100,000</td>
<td>100,000</td>
<td>50,000</td>
<td></td>
<td>150,000</td>
</tr>
<tr>
<td>- NAC Bulletin and website</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>Total</td>
<td>1,000,000</td>
<td>500,000</td>
<td>1,500,000</td>
<td>380,000</td>
<td>1,880,000</td>
</tr>
</tbody>
</table>

6. Implementation Arrangements

6.1 Implementing Agency: Central Finance and Contracts Unit (CFCU) of the Ministry of Finance. They will be responsible for all procedural aspects of the tendering process, contracting matters and financial management (including payments) of the project activities.

6.2. Implementing Authority: National Audiovisual Council will be responsible for preparation of terms of reference, of tender documents, of evaluation criteria, of evaluation of offers, of contracts and of invoices for payment.

Contact persons:

**Project Officer:** Laura FRUNZETI  
Department of Regulation, Communication and European Accession,  
National Audiovisual Council  
14 Libertatii Blvd., sector 5, 70060 Bucharest  
tel.: 00-40-1-311 20 87  
fax:00-40-1-312 46 34  
e-mail: frunzeti@cna.rdsnet.ro

**Senior Project Officer:** Serban MADGEARU  
Chairman  
National Audiovisual Council  
14 Libertatii Blvd., sector 5, 70060 Bucharest  
tel.: 00-40-1-312 60 04
6.2. **Twinning:** no twinning is foreseen.


6.4. **Contracts:** The expected number of contracts under Practical Guide to Phare, ISPA and SAPARD Contracting Procedures is of 2 and their total value amounts to 1,5 MEURO.

7. **Implementation Schedule**

7.1 **Start of tendering/call for proposal:** January 2002
7.2 **Start of project activity:** March 2002
7.3 **Project Completion:** December 2004

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 task and salaries compared to the men’s.

9. **Environment:** no influence upon the environment is foreseen.

10. **Rates of return:** not applicable

11. **Investment criteria**

11.1 **Catalytic effect:**
The project will catalyse the process of acquis adoption and enforcement, thereby stimulating the development of the national audiovisual sector and enhancing Romania’s contribution towards European diversity.

11.2 **Co-financing:** The project will be co-financed from national public sources.

11.3 **Additionality:** not applicable

11.4 **Project readiness and Size:**
Draft Terms of Reference and Technical Specification for monitoring equipment and database have been prepared according to Practical Guide to Phare Contract Procedures.

11.5 **Sustainability:**
Beyond accession, there will be a continuing need for MoCRA and NAC to provide relevant data on Romania’s compliance with European norms, principally the Television Without Frontiers Directive (even if further amended after the review scheduled in 2002) and the Council of Europe Convention on Transfrontier Television. The reports will be based on data available and gathered only as a consequence of employing the monitoring equipment, which have been purchased. Future maintenance and operating costs of the monitoring equipment, sound and projection equipment and of database will be covered from NAC’s budget. The future costs for the NAC Bulletin and site will also be covered from NAC’s budget.

11.6 Compliance with state aids provisions: not applicable

11.7 Contribution to National Development Plan: not applicable

12. Conditionality and sequencing:

Since the negotiations on Chapter 20: “Culture and Audiovisual Policy” has not been closed and Romania faces a particular problem in acquis adoption and implementation regarding European works, due to former commercial agreements concluded within the Uruguay Round, the present project would have a beneficial effect in speeding up of the pre-accession preparation in the audiovisual sector.

The Government of Romania has announced its intention to draw up a new Audiovisual Law, to be adopted by the end of March 2002. This is expected to confirm the NAC’s role as an autonomous public body and as the principal regulatory body for the audiovisual sector.

If the powers of the NAC in devising secondary legislation and monitoring adherence to regulations are reduced under the new Audiovisual Law, this project can no longer proceed.

Milestones:
- Broadcasting time and/or number of channels covered by the new monitoring system;
- Effectiveness and number of monitoring offices set up and or developed;
- Storage capacity for the monitored programmes with a view to analyse on a professional basis the Romanian audiovisual landscape;
- Topics meant for workshops and training courses covered;
- Number of attendants to workshops and training courses.

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
**Annex 1 : Logframe Matrix for project: RO0107**

<table>
<thead>
<tr>
<th>Project Title: Audiovisual acquis adoption and implementation in Romania – Improvement of policy making and development of administrative capacity</th>
<th>Contracting period expires 30.11.2003</th>
<th>Disbursement period expires 30.11.2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total budget: 1,880,000 EURO</td>
<td>PHARE budget : 1,500,000 EURO</td>
</tr>
</tbody>
</table>

### Overall objectives

- Adoption of an appropriate legislative framework harmonized with the acquis in the audio-visual field;
- Reinforcing the capacity of the Ministry of Culture and Religious Affairs (MoCRA) to fulfil its designated role in developing government policy in the audiovisual field;
- Strengthening the National Audiovisual Council's (NAC) capacity to implement the acquis and monitor the process of compliance by the licensed operators.

### Objectively verifiable indicators

- primary and secondary legislation harmonized with the acquis adopted and enforced
- Media division developed within MoCRA
- Control & Monitoring department resources in NAC expanded and developed

### Sources of Verification

- Official Gazette issues
- MoCRA reports
- NAC annual report

### Project purpose

- to contribute to the drafting and implementation of a balanced AV policy;
- to increase the general awareness of the acquis adoption and its enforcement;
- to develop the administrative capacity of MoCRA and of NAC to draft and implement policies within the harmonized legal framework for the audiovisual field;
- to facilitate the understanding and to raise the awareness of Members of Parliament, Government officials and of professionals with regard to the contents of the acquis and of the European standards, guidelines and principles for the audio-visual sector, such as formulated in various European legal instruments;

### Objectively verifiable indicators

- AV Law and NAC Decisions adopted;
- AV Law and NAC decisions implemented;
- MoCRA developed its audio-visual unit;
- Staff and equipment in the Control and Monitoring Department and the Regulations Department of NAC were increased;
- training programs for relevant staff were undertaken;
- A series of workshops was organized jointly by MoCRA and the NAC;
- Improved communication both within Romania, between the executive, the regulatory body and professional

### Sources of Verification

- Legislative harmonization tables compiled by the Dept. of Regulation, Communication, European Accession (DRCEA) of NAC – annually;
- Reports of the European Accession Department on the stage of acquis adoption and implementation – annually;
- Official statistics and monitoring reports made by License, Monitoring, Control Department – monthly;
- MoCRA reports;
- More informed comment in Parliamentary debates;

### Assumptions

- NAC and MoCRA staff capable of effectively applying the programming process;
- Receptivity and commitment for the NAC personnel to improve its abilities;
- Availability of the target groups;
- MoCRA and NAC collaboration.
Annex 1: Logframe Matrix for project: RO0107

- to improve knowledge among the general public of the implications of developments in Romanian broadcasting that harmonization with European standards will bring.
- Developed cooperation framework with similar bodies and institutions in Europe;
- More informed comment in press and media.

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• adoption and implementation of the acquis in the audiovisual field;</td>
<td>• Broadcast program schedules are in conformity with Directive TWF 89/552 EEC amended by Directive 97/36EC;</td>
<td>• Monthly control and monitoring reports from License, Control, Monitoring Department in NAC;</td>
<td>• proper management of the technical and financial resources allocated;</td>
</tr>
<tr>
<td>• the elaboration of guidelines for an audiovisual policy aimed at ensuring the promotion of cultural diversity and the pluralism of sources and opinions;</td>
<td>• Active measures were taken by license holders to comply with acquis requirements;</td>
<td>• Official annual statistics;</td>
<td>• efficiency and effectiveness of the departments within NAC;</td>
</tr>
<tr>
<td>• improvement of collaboration between MoCRA and NAC in the regulatory process at a primary and secondary level;</td>
<td>• Organizational structures in NAC improved;</td>
<td>• Statistics on audiovisual productions, including those on independent productions;</td>
<td>• MoCRA and NAC collaboration;</td>
</tr>
<tr>
<td>• the improvement of NAC regulation activity which contributes to the direct implementation of the acquis;</td>
<td>• Centers established and equipment installed;</td>
<td>• MoCRA reports;</td>
<td>• Training programs was implemented;</td>
</tr>
<tr>
<td>• an improved capacity of the NAC to enforce audio-visual legislation by:</td>
<td>• staff number increased;</td>
<td>• NAC annual report;</td>
<td>• proper expertise in the issues meant for training;</td>
</tr>
<tr>
<td>- the establishment of 16 new territorial control and monitoring centres throughout the country;</td>
<td>• Increase in hours of Romanian program productions and number of independent producers;</td>
<td>• broadcasters programme charts;</td>
<td>• Supplementary personnel was employed;</td>
</tr>
<tr>
<td>- the development of the Bucharest monitoring office;</td>
<td>• training courses completed by relevant staff.</td>
<td>• new issues of the NAC Bulletin;</td>
<td>• A good documentation basis for the workshops;</td>
</tr>
<tr>
<td>- raising the effectiveness of NAC in imposing sanctions on broadcasters for the infringement of harmonized legislation;</td>
<td></td>
<td>• NAC website updated;</td>
<td></td>
</tr>
<tr>
<td>- improvement of the broadcasters’ compliance with the acquis;</td>
<td></td>
<td>• database available.</td>
<td></td>
</tr>
<tr>
<td>• the improvement of coordination between central and territorial units;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• the improvement of professional skills by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- increasing NAC and MoCRA personnel and audio-visual professionals’ awareness of accession process;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- keeping their knowledge of European documents up-to-date</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- improving the NAC and MoCRA experts’ ability to use the newly acquired equipment.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Annex 1: Logframe Matrix for project: RO0107

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| - Elaboration, promotion and adoption of a harmonized secondary legal framework for the implementation of the Television without Frontiers Directive;  
- creation of a programme implementation unit within NAC;  
- strengthening the newly created audio-visual unit within MoCRA;  
- development of the integrated monitoring and control network of NAC;  
- design and organization of training courses for NAC and MoCRA personnel and audiovisual professionals;  
- organization of multidisciplinary workshops;  
- carrying out studies on the impact of the acquis implementation on the Romanian audiovisual sector;  
- carrying out comparative studies on current European audiovisual policies;  
- editing the NAC Bulletin (printed and electronic format);  
- updating the NAC internet site to improve transparency of its work;  
- development of the database. | - technical and human assistance;  
- purchase of equipment, hardware and software | - project progress reports;  
- final report submitted to Delegation and Commission;  
- workshops documentation;  
- trainers’ training reports and evaluation sheets produced by trainees upon completion of the training sessions; | - approval of the Financing Memorandum in time, in order not to loose valuable time on implementation of activities;  
- ToRs and other documents prepared are proper reflection of the needs and requirements of the NAC and MoCRA;  
- suitably qualified staff enhance the efficiency and effectiveness of the NAC;  
- qualified staff rapidly mobilized;  
- involvement of the personnel in the process of improving their knowledge and their abilities; |

<table>
<thead>
<tr>
<th>Preconditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under the new Audiovisual Law NAC’s powers to devise secondary legislation in force are confirmed.</td>
</tr>
<tr>
<td>activities</td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td>Project implementation unit</td>
</tr>
<tr>
<td>Monitoring and control network development</td>
</tr>
<tr>
<td>Training courses</td>
</tr>
<tr>
<td>Workshops</td>
</tr>
<tr>
<td>Studies</td>
</tr>
<tr>
<td>NAC Bulletin and website</td>
</tr>
</tbody>
</table>

D = Design  
C = Contracting  
I = Implementation
### Annex 3 – Cumulative contracting and disbursement schedule by quarter for project: RO0107.02

**AUDIovisual Acquis Adoption and Implementation in Romania – Improvement of Policy-Making and Development of Administrative Capacity**

(MEURO 1,5)

<table>
<thead>
<tr>
<th></th>
<th>31/03/02</th>
<th>30/06/02</th>
<th>30/09/02</th>
<th>31/12/02</th>
<th>31/03/03</th>
<th>30/06/03</th>
<th>30/09/03</th>
<th>31/12/03</th>
<th>31/03/04</th>
<th>30/06/04</th>
<th>30/09/04</th>
<th>31/12/04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contracted</strong></td>
<td>0.475</td>
<td>0.475</td>
<td>0.525</td>
<td>0.575</td>
<td>1.35</td>
<td>1.45</td>
<td>1.5</td>
<td>1.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Disbursement</strong></td>
<td>0.475</td>
<td>0.475</td>
<td>0.525</td>
<td>0.575</td>
<td>1.35</td>
<td>1.45</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
</tbody>
</table>