

PHARE 2003
STANDARD SUMMARY PROJECT FICHE

1. Basic Information

- 1.1 CRIS Number:** PHARE 2003/005-551.04.10
- 1.2 Title:** Improving the Institutional Capability of the National Regulatory Authority for Communications (ANRC)
- 1.3 Sector:** Electronic communications and postal services
- 1.4 Twinning Component:** RO2003/IB/TE/01
- Title: Electronic communications – *ex ante* regulation
Duration: 22 months
Budget: 1,3 M €
Sector: Electronic Communications
- 1.5 Location:** Romania

2. Objectives**2.1 Overall Objectives**

- Building a modern regulatory framework for sustainable competition in the Romanian markets for electronic communications and postal services.

2.2 Project Purpose

- Implement the *acquis communautaire* in the field of *ex ante* regulation;
- Enhance market players' understanding of the economic regulation and further build upon their capabilities to provide valuable inputs to the regulatory process;
- Defining an adequate framework for access to the Universal Service in the field of electronic communications and postal services;
- Develop appropriate regulations for implementing the Universal Service in the area of electronic communications and postal services;
- Raise the awareness of and increase the level of support from the local administration to the Universal Service policies;
- Further improve the institutional capability of ANRC to adequately manage the regulatory process in the fully liberalised markets for electronic communications and postal services.

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 (AP) and the National Programme for the Adoption of the *acquis* (NPAA).

AP Ability to assume the obligations of membership – Telecommunications and information technologies: Continue alignment with the *acquis* and adopt further implementing legislation, in particular as regards postal services. Strengthen independence of the new regulatory authority and increase training and financial investment to ensure that adequate administrative capacity exists.

NPAA Item 4.17 – Telecommunications and Information Technology: Medium-Term Priorities: Strengthening the institutional capacity of the ANRC with a view to an efficient regulation of electronic communications and post sectors.

2.4 Contribution to National Development Plan

N/A

3. Description

3.1 Background and justification

Romania has taken significant steps in the development of a modern and pro-competitive regulatory regime, in the fields of electronic communications and postal services. A legislative and institutional framework harmonised with the requirements of the new *acquis* in the field of electronic communications was established during 2002 in order to support the development of this sector after full liberalisation on January 1st, 2003. The primary legislation transposed most of the New Regulatory Framework ("NRF") for electronic communications networks and services adopted at the level of the EU (the Framework Directive 2002/21/EC and three of the Specific Directives – Authorisation Directive 2002/20/EC, Access Directive 2002/19/EC, Universal Service Directive 2002/22/EC). The postal services sector was liberalised in September 2001 and the newly adopted legislation transposing Directive 97/67/EC created the conditions for the development of competition and satisfactory delivery of the Universal Service.

The Romanian Regulatory Authority for Communications (ANRC) was established under the new legislation and started operations on September 25th, 2002. ANRC is a public institution in the structure of the Government, independent from state and private market players. ANRC has the role to implement the national policy in the field of electronic communications and postal services, its main activity objectives being to promote competition, to ensure the conditions for the access to the Universal Service, to protect the rights and interests of the users, to encourage efficient investments in infrastructure, to promote innovation in the electronic communications and postal services sectors, to promote media convergence and technological neutrality.

In order to accomplish these objectives, ANRC holds extensive responsibilities, covering:

- **in the field of electronic communications:** establishment and management of the general authorisation regime, of the national numbering plan and the grant of licenses for using numbering resources; identification of the relevant markets, elaboration of the methodology for and conduct of market analyses with a view to designate the undertakings with significant market power ("SMP"); imposition on the SMP undertakings of the *ex ante* obligations with regard to access and interconnection and users' rights; designation of the Universal Service providers, management of the mechanisms for financing the costs of the Universal Service provision, tariff control; dispute resolution between undertakings a. s. o.;
- **in the field of postal services:** authorisation and licensing; designation of the Universal Service providers, management of the mechanisms for financing the costs of the Universal Service provision, tariff control; dispute resolution between undertakings a. s. o.;
- representation in and co-operation with international institutions and organisations from the electronic communications and postal services fields, including other national regulatory authorities ("NRAs"); and
- market surveillance and control duties.

This Project is designed as a continuation of the EU Phare Project RO-0107.01 (2002-2004), as ANRC needs to refine its regulatory tools developed under the NRF according to the EU best practices defined in the implementation process by similar authorities operating in the Member States ("MSs").

Ex Ante Regulation. Alike the NRAs of the MSs, ANRC is required, taking utmost account of the *Recommendation on relevant product and service markets within the electronic communications sector susceptible to ex ante regulation* issued by the EC in 2003 ("EC Recommendation") and the *Guidelines for market analysis and the assessment of market power* issued by the EC in 2002 ("EC Guidelines"), to define relevant markets appropriate to the national circumstances, to analyse those markets so as to determine whether they are effectively competitive or not and to impose/amend/withdraw specific obligations accordingly. So far, ANRC issued regulations on the identification of the relevant markets, adoption of the rules for conducting market analyses and determining SMP, designation of SMP undertakings and subsequent imposition of *ex ante* obligations. But the regulatory process on the pattern "market delineation – market analysis – imposition of *ex ante* obligations" has to be resumed periodically, having as a starting point the successive revisions of the EC Recommendation. As competition and convergence develops and imposition of *ex ante* regulation to address lack of effective competition implies a degree of continuity, the EC Recommendation will be periodically reviewed by the Commission to follow market developments (the need to review for the first time the Recommendation will be considered no later than 30 June 2004). As a consequence, ANRC will regularly review its market definitions and analyses on the basis of the markets identified in any updating of the EC

Recommendation, will evaluate the scope of the *ex ante* obligations already imposed and will assess the opportunity to amend/withdraw them or to set new obligations. These tasks will have a particular importance for Romania over the period 2004-2006, as the national market will need to be prepared to be included in the Internal Market in 2007. Moreover, a co-operation mechanism will have to be developed with the NRAs of the MSs and other Candidate Countries ("CCs"), with a view to create the premises for delineation of transnational markets and imposition of harmonised *ex ante* obligations for the undertakings providing services on a transnational basis. At the same time, ANRC will need to place special emphasis on the training of its human resources in order to accomplish the complex tasks entrusted by the NRF. For the period from 2004 onwards, ANRC training needs will be focused on the *ex ante* regulation issues. At the same time, the market players need to be adequately trained on the economic regulation concepts, theories, national and international trends, in order to be able to provide substantial and valuable feedback to ANRC on the proposed regulations.

Implementing the Universal Service in the Fields of Electronic Communications and Postal Services. As regards the Universal Service in the field of electronic communications, ANRC has to designate the Universal Service provider(s) within the territory of Romania. While the situation in the MSs allowed for the almost automatic designation of the fixed lines incumbent as the Universal Service provider due to its well-established and comprehensive network that could be relatively easily extended to any new user, a major difference resides in Romania, where the penetration rate is considerably lower (around 20% of the population) and incumbent's network is much less developed. Thus, whereas in the MSs new customers can typically be supplied at marginal costs, in Romania the cost of connecting all households to the fixed network would be vast, requiring massive build out of the network. Another difficulties encountered in Romania are the low PPP that has a negative impact on the affordability of the Universal Service and the insufficiency of the budgetary resources to cover the costs of Universal service provision, which claims for funding to be raised from the market players. Consequently, Romania needs to take a different approach, focused on implementing a fair and transparent competitive environment together with specific tariff policies in order to maximise network rollout and a technologically neutral approach to the provision of Universal Service, supported by the market players on a wide contribution basis. But since the goal of regulation is to foster competition as the most efficient instrument to serve users' interests, this Universal Service policy needs to be assessed as to its effectiveness in order to achieve a right balance between competition and universal connectivity. The excessive level of contribution to funding the Universal Service can have a negative impact on competition as it reduces the efficiency of the existing market players and acts as a disincentive to investment in the sector. This Project should then focus on the assessment of the results achieved in the implementation of Universal Service, on proposing the necessary adjustments to safeguard competition and on rapidly completing the tariff re-balancing in line with the EU requirements – a process already underway in Romania.

In the field of postal services, harmonisation with Directive 97/67/EC was achieved, but substantial efforts still need to be deployed in order to bring the legal and regulatory framework in line with the newly adopted Directive 2002/39/EC. Currently, the Romanian Postal Services Ordinance (the primary legislation on postal services) allows, in accordance with Directive 97/67/EC, for reserving to the Universal Service provider, to the extent necessary to ensure the maintenance of Universal Service, the right to deliver domestic or cross-border (incoming and outgoing) items of correspondence, whose weight and tariff are smaller than 350 grams, respectively 5 times the public tariff corresponding to an item of correspondence in the first weight step of the fastest standard category. New Directive 2002/39/EC sets forth a timetable for the gradual and controlled opening of the letters market to competition, by applying general reductions in the weight and price limit of the services which may be reserved, combined with fully opening to competition outgoing cross-border mail, with possible exceptions to the extent necessary to ensure the provision of Universal Service. In the light of these developments, Romania will have to investigate the possibility of amending the national legal and regulatory framework in order to further reduce the weight and price limits of the reserved area, according to a specified timetable that must ensure to the Universal Service provider sufficient time to put in place further measures for modernisation and restructuring required to secure its long-term viability under the new market conditions. In addition, extensive analysis will be carried out in relation to the scope of exceptions to the weight and price limits that shall be permitted in the case of the free postal service for blind and partially sighted persons, as well as in relation to the possibility to continue to reserve the outgoing cross-border mail. The above analyses will be carried out in the framework of a broader assessment as to the most appropriate methods of funding the Universal Service provision under the new conditions created by the timetable of further liberalisation, combined with the development of a methodology to calculate the extra burdens determined by the Universal Service obligations. Training for ANRC personnel and for the local administration officials to raise their awareness and support to the Universal Service policies should also be delivered under the Project, to ensure further sustainability and effectiveness of the regulatory work on the implementation of the Universal Service.

Taking into account that the financial resources and expertise of ANRC are insufficient to cover the needs of the Project, a EU PHARE financial contribution is needed for supporting ANRC in its efforts to appropriately manage the regulatory process in the fully liberalised markets for electronic communications and postal services. The Project will be accomplished through twinning for *ex ante* regulation and technical assistance to evaluate the economic implications in implementing the *acquis communautaire* on Universal Service in both electronic communications and postal services sectors.

3.2 Linked Activities

The Phare Project RO-0107.01 (2002-2004) is currently assisting the institutional building of ANRC. Under this Project, funds have been allocated for the following activities:

- assistance for drafting and promoting regulations and ongoing technology transfer for enforcing the legislative and regulatory framework, training and assistance for training strategy, curriculum and training material;
- development of an advanced and secure portal for ANRC;
- procurement of hardware and software;
- conditioning and equipping ANRC's key departments' offices (national co-financing).

The set-up by MCTI of the primary legal framework establishing ANRC was assisted under the IBRD Telecommunications Reform and Privatisation Support Project Loan to the Government of Romania. The set-up of ANRC (end 2002) has also been supported by an expert team as part of the telecom regulatory reform component of the USAID Romanian Information Technology Initiative (RITI) Project for MCTI, during the period when the implementation of Project PHARE RO-0107.01 had not started yet.

3.3 Results

I. Twinning Assistance for *Ex Ante* Regulation:

- Romanian *ex ante* regulations and practice benchmarked against the practice in select EU MSs and CCs;
- Economic regulation tasks schedule drafted and implemented;
- *Ex ante* regulations revised (market identification: ANRC President's Decisions nos.136/2002 and 174/2003, and the subsequent decisions for the identification of retail markets; market analysis: ANRC President's Decision no.137/2002; SMP designation: ANRC President's Decisions nos.142-146/2002, Decision on the designation of S.N.Tc. "Romtelecom" - S.A. as having significant power in the market for full or shared access to the twisted metallic pair local loop, for the purpose of providing broadband electronic communications services and publicly available telephony services at fixed locations, Decision on the identification of S.N.Tc. "Romtelecom" – S.A. as having significant power on the market for the provision of leased lines-terminal segments and the subsequent decisions for SMP designation; imposition of *ex ante* obligations: ANRC President's Decision no.147/2002 and nos.123-126/2003, Decision for the approval of the Regulation for the separate accounting of S.N.Tc. "Romtelecom" S.A. and the subsequent decisions issued for the imposition of *ex ante* obligations in the wholesale and retail markets) and revisions issued by ANRC, new *ex ante* regulations drafted and the new decisions issued by ANRC, needs for specialised studies and analyses identified and incorporated into the ANRC decisions;
- Appropriate communication channels for co-operation and joint working with the NRAs of the MSs and CCs established and operational;
- Strategy for medium to long term professional and personal development of the ANRC personnel delivered;
- Select ANRC personnel (around 50 persons) trained at best standards applicable in EU NRAs;
- Strategy for medium to long term awareness raising and maintenance activities delivered;
- Improved awareness of market players in the field of *ex ante* regulation.

II. Technical Assistance for Implementing the Universal Service in the Fields of Electronic Communications and Postal Services:

- Romanian Universal Service regulation and practice in the fields of electronic communications and postal services benchmarked against the practice in selected EU MSs and CCs;

- Universal Service regulations revised, including Universal Services funding and costing methodology solutions;
- Select ANRC personnel (around 50 persons) trained at EU best practice level in the field of Universal Service;
- Improved awareness and support of the local administration officials (around 200 persons) and of the ANRC territorial offices experts, as a result of the preparatory training phase (around 50 persons), to the Universal Service policies.

3.4 Activities

I. TWINNING ASSISTANCE FOR EX ANTE REGULATION

A. Analyses, conceptual and organisational activities:

1. Provide a detailed and up-to-date analysis of the regulatory instruments, practices and concrete results achieved in the area of *ex ante* regulation in select MSs/CCs, with a special focus on the internationally recognised best practices; the analysis shall be carried out mainly on the following directions:
 - relevant market identification (EC Recommendation in force)
 - market analysis and SMP identification (EC Guidelines in force)
 - *ex ante* obligations to SMP undertakings and their imposition (Articles 16 to 19 of the Universal Service Directive and Articles 7 to 13 of the Access Directive);
2. Analyse and benchmark the Romanian framework for *ex ante* regulation and the results achieved so far in its implementation against the best practice in MSs/CCs, perform a swot-type analysis and issue recommendations for the improvement of this framework in accordance with the findings of the analysis;
3. Identify and implement a detailed schedule of economic regulation tasks whereby to apply the above mentioned recommendations. The output of the PAAs shall include:
 - 4.1. Delivery of a work plan to be further developed in a regulatory strategy and action plan of ANRC for the years 2004-2007;
 - 4.2. Review of the delineation of relevant markets (as performed by the ANRC President's Decision no.136/2002 for the approval of the Regulation on the identification of the relevant markets within the electronic communications sector, ANRC President's Decision no.174/2003 for the completion of ANRC President's Decision no.136/2002 and the subsequent decisions for the identification of retail markets) by proposing new market definitions, as appropriate at a later stage of the liberalisation process;
 - 4.3. Analysis on the revised markets, including assessment of the existence of an effective competition, review of the existing SMP designations (by ANRC President's Decision no.142/2002 on the designation of S.N.Tc. "Romtelecom" – S.A. as having significant power in the market for the access to the public fixed telephony networks for the purpose of call origination, termination and transit; ANRC President's Decisions no.143-146/2002 on the designation of S.C. "Mobifon" – S.A., and, respectively, S.C. "Orange Romania" – S.A., S.C. "Cosmorum" – S.A. and S.C. "Telemobil" – S.A. as having significant power in the market for the access to the mobile telephony networks operated by each of these companies, for the purpose of call termination; Decision on the designation of S.N.Tc. "Romtelecom" - S.A. as having significant power in the market for full or shared access to the twisted metallic pair local loop, for the purpose of providing broadband electronic communications services and publicly available telephony services at fixed locations, Decision on the identification of S.N.Tc. "Romtelecom" – S.A. as having significant power on the market for the provision of leased lines-terminal segments and the subsequent decisions for SMP designation), revision of the criteria used for assessing the existence of an effective competition and for SMP designation (as set by ANRC President's Decision no.137/2002 on the approval of the Regulation for conducting market analyses and determining the SMP) and proposals for new SMP designations, identification of needs for specialised competition assessment studies and analyses to be subsequently carried out, incorporation of these studies and analyses into the outputs of the regulatory process; and
 - 4.4. Review of the *ex ante* obligations already imposed (by ANRC President's Decision no.147/2002 on the principles and prerequisites of the reference offer for interconnection with the public fixed telephony network, ANRC President's Decisions nos.123-126/2003 on the interconnection with the public mobile telephony networks operated by S.C. "Mobifon" –

S.A. and, respectively, S.C. "Orange Romania" – S.A., S.C. "Cosmorom" – S.A. and S.C. "Telemobil" – S.A. for the purpose of call termination, Decision for the approval of the Regulation for the separate accounting of S.N.Tc. "Romtelecom" S.A. and the subsequent decisions issued for the imposition of *ex ante* obligations in the wholesale and retail markets) by proposing the amendment/withdrawal/imposition of new obligations on the SMP undertakings, as the case may be, identification of needs for specialised studies and analyses to be subsequently carried out, incorporation of these studies and analyses into the outputs of the regulatory process;

4. Set up and make best use of the appropriate communication channels in order to promote co-operation with the NRAs of the MSs and other CCs, to create the premises for delineation of transnational markets and imposition of harmonised *ex ante* obligations for the undertakings providing services on a transnational basis.

B. Training of the ANRC human resources and knowledge dissemination to market players:

ANRC human resources

1. Upgrade the qualifications of select ANRC personnel (around 50 persons) through targeted training activities, on the job specialised expert support and secondments on issues relating to the implementation of the provisions of the NRF on *ex ante* regulation by the MSs – market delineation and analysis, imposition of *ex ante* obligations, economic regulation concepts, theories and trends at the national and international level, in the light of the convergence phenomenon, competition development and new technologies (assessment phase required);
2. Prepare and issue a strategy for medium to long term professional and personal development of the ANRC human resources.

Market players

1. Ensure a broad dissemination among the market players of the economic regulation concepts, theories and trends by delivering presentations in workshops and seminars targeted at the market players;
2. Prepare and issue a strategy for medium to long term awareness raising and maintenance activities.

For each of the activities described above, the twinning covenant shall formulate the **strategic implementation outline**, including a detailed **list of tasks** to be undertaken in order to achieve the **specific objectives**. The proposal will also include a **time schedule** for completion of various activities.

The PAA will be posted on site for at least 18 months of the total 22 months of the twinning project.

The following skills are required for the PAA: at least three years of experience in working within an NRA of a EU MS; good knowledge of the relevant *acquis communautaire* and EU practice concerning *ex ante* regulation; experience in working on market identification, market analysis and imposition of *ex ante* obligations; ability to provide know-how and to transfer experience, good communication skills; preferably in a managerial position or alternatively having recent experience in such a position; proficiency in English.

It is expected that the PAA will be involved on an on-going basis in providing ad hoc advisory and training support in the field of electronic communications and in supporting ANRC in addressing practical problems stemming from the process of adjusting Romanian practices to EU trends.

II. TECHNICAL ASSISTANCE FOR IMPLEMENTING THE UNIVERSAL SERVICE IN THE FIELDS OF ELECTRONIC COMMUNICATIONS AND POSTAL SERVICES

The implementation of the Universal Service *acquis* has been underlined as an important priority in the 2002 Regular Report on Romania's Progress towards Accession.

Under this component, two categories of activities are foreseen:

A. Analyses, conceptual and organisational activities:

1. Universal Service in Electronic Communications

The Contractor will be required to work closely with ANRC personnel in order to:

1. Provide a detailed and up-to-date analysis of the Universal Service policy, regulatory instruments, practices and concrete results achieved in select MSs/CCs, with a special focus on the internationally recognised best practices;
2. Analyse the Romanian framework on Universal Service and evaluate the results achieved so far in its implementation against the best practice in MSs/CCs, perform a swot-type analysis and issue recommendations for the improvement of this framework in accordance with the findings of the analysis, with a view to increase the ability of ANRC to manage the conflicting pressures of promoting competition and encouraging roll-out while at the same time ensuring that no single undertaking is unfairly disadvantaged;
3. Assist ANRC in drafting amendments or completions to the existing framework whereby to implement the above mentioned recommendations, and in particular:
 - 3.1. Assist ANRC in reviewing the scope of Universal Service implementation in Romania by assessing the implications of expanding the benefits of Universal Service to broader categories of users and providing for enhanced services under the Universal Service package, in the light of the following elements: social and market developments in terms of the services used by consumers, social and market developments in terms of the availability and choice of services to consumers, technological developments in terms of the way services are provided to consumers etc.;
 - 3.2. Assist ANRC in re-formulating the concept of Universal Service in the light of the convergence phenomenon and transition to the Information Society (e.g. to encompass Internet access for schools and access to broadband-based services);
 - 3.3. Assist ANRC in carrying out/updating market studies to support the implementation of the Universal Service requirements, e.g. level of expenditure for the services included within the Universal Service scope, users' preferences for different technologies used to deliver the basic services, users' behaviour, users' satisfaction level and its relevance for the commercial strategy of providers, penetration of different network technologies and services, degree of substitutability between technologies, potential of the market, identification of uneconomic areas and uneconomic groups of users;
 - 3.4. Assist ANRC in revising the procedures and conditions for designating the Universal Service providers, in the light of the above; as technology is evolving fast, the Contractor will need to give full consideration to the different technology options available at the time of analysis (including mobile telephony, fixed wireless access) in order to provide an accurate result, able to support the development of a regulatory regime which maximises network rollout through the most suitable means available;
 - 3.5. Assist ANRC in revising the scope of obligations imposed on the Universal Service providers, and in particular in taking specific measures for disabled end-users in order to ensure:
 - 3.5.1. That disabled end-users enjoy access to and affordability of publicly available telephone services, including access to emergency services, directory enquiry services and directories, equivalent to that enjoyed by other end-users; and
 - 3.5.2. That disabled end-users can also take advantage of the choice of undertakings and service providers available to the majority of end-users;
 - 3.6. Assist ANRC in revising the regulatory instruments for securing affordability of services falling within the scope of the Universal Service, in particular:
 - 3.6.1. Definition of an affordable price in Romania;
 - 3.6.2. Tools for monitoring the evolution and level of retail tariffs of the services falling under the Universal Service obligations and provided by designated undertakings, in particular in relation to the evolution of national consumer prices and income;
 - 3.6.3. Provision of tariff options or packages to consumers which depart from those provided under normal commercial conditions, in particular to ensure that those on low incomes or with special social needs are not prevented from accessing or using the publicly available telephone service; other special schemes for the provision of inexpensive basic level of service for those with the low incomes and creating incentives for the undertakings to further develop services for people with special needs; and
 - 3.6.4. Application of common tariffs (including geographical averaging) or development/adjustment of price caps, including arrangements for ensuring compliance with any controls;
 - 3.7. Propose any suitable adjustments to the Universal Service funding schemes including legal and organisational requirements, and in particular:

- 3.7.1. Working out legal and organisational solutions as well as systems of incentives enabling, where appropriate, the creation of additional funds supporting universal service provision; and
- 3.7.2. Promotion strategy of the elaborated solutions, alluded to above, and a promotion campaign directed at the local administration to effect their support and aid for universal service provision in rural areas;
- 3.8. Assist ANRC in the elaboration/update of an accounting and verification methodology of justified net costs of Universal Service provision;
- 3.9. Assist ANRC in elaborating/updating a model for collecting and processing data for accounting related to Universal Service net cost and the revenues of the designated undertakings;
- 3.10. Assist ANRC in the rapid completion of the tariff re-balancing process, in line with the EU requirements; and
- 3.11. Assist ANRC in creating a framework for transparency and accessibility of information on Universal Service prices and conditions.

2. Universal Service in Postal Sector

In the field of postal services, Romania focused on ensuring the most appropriate conditions for the satisfactory delivery of the Universal Service, including by the possibility to reserve certain services to the Universal Service provider, while encouraging competition in the other areas of services. With the gradual opening of the market and progressive reduction of the reserved area, the economic mechanisms used for securing adequate funding to the Universal Service provider need to be revised. Thus, the Contractor will be required to work closely with ANRC personnel, including by providing ad hoc advisory and training support, in order to:

1. Provide a detailed and up-to-date analysis of the methods of funding the Universal Service provision under the new Postal Services Directive and of the methodologies available to calculate the cost of the burdens determined by the Universal Service obligations in select MSs/CCs, with a special focus on the internationally recognised best practices; the analysis shall include an assessment of the weight of each method (reservation of services, Universal Service fund a. s. o.) in the compensation of the extra burden and of the impact of implementing the new Directive as regards the effects of reducing the scope of the reserved area on Universal Service provider's revenues;
2. Analyse the possible implications of reducing the scope of the reserved area on Romanian Universal Service provider's revenues and issue recommendations for the timetable of the weight and price reductions;
3. Analyse the scope of exceptions to the weight and price restrictions that shall be permitted in the case of the free postal service for blind and partially sighted persons, as well as the possibility to continue to reserve the outgoing cross-border mail within the same weight and price limits, to the extent necessary to ensure the provision of Universal Service and issue the relevant recommendations in this respect;
4. Assist ANRC in developing a methodology to calculate the extra burdens of the Universal Service obligations; and
5. Assist ANRC in drafting the necessary amendments to the national legal and regulatory framework in order to implement the above recommendations and methodology.

B. Training of the ANRC human resources and of the local administration: Under this module, special training for the implementation of the Universal Service policy will be delivered under the following forms:

1. Assessment of the ANRC select personnel (around 50 persons) training needs in the field of Universal Service and delivery of specific training activities and training materials by groups of foreign experts (mostly in Romania) with the purpose of improving professional qualifications in the following areas: scope of the Universal Service, market studies, designation of the Universal Service providers, access for disabled end-users, affordability of services falling within the scope of the Universal Service, management of price controls/price caps, Universal Service funding, auditing of Universal Service cost accounting, accounting and verification systems of net costs of providing Universal Service, tariff re-balancing, transparency and accessibility of information on Universal Service prices and conditions etc.;

2. Training (legal and organisational) for local administration officials to raise their awareness and support to the Universal Service policies. The training will be delivered by dedicated workshops and seminars:
 - directly to the recipients (around 200 persons trained) and
 - via the ANRC territorial offices, which will involve preparatory training for all 47 territorial offices of ANRC (around 50 persons trained) and will equally result in their increased awareness of the issues pertaining to Universal Service implementation, increased capabilities of delivering information to the local administration and more effective functioning of the relations in the territory between ANRC and the local administration.

Training scheduled under this module should be carried out at a high level of expertise, which will require employing outstanding Universal Service experts/lecturers that will deliver presentations in workshops and seminars targeted at the local administration officials, as well as at the experts working in the 47 territorial offices of ANRC (in the preparatory training phase).

3.5 Lessons Learned

Under the IBRD Telecommunications Reform and Privatisation Support Project Loan to the Government of Romania, which assisted MCTI in designing the primary legislation establishing ANRC (technical assistance), it was proven necessary that the international experts work closely with the beneficiary in order to operatively adjust the deliverables to the concrete needs of the latter. This lesson was incorporated in the design of this Project, by inserting explicit requirements on the PAAs/consultants closely working with the ANRC personnel, on an on-going basis, by providing ad hoc advisory and training support.

During the set-up of ANRC (end 2002), when support has been provided by an expert team under the USAID Romanian Information Technology Initiative (RITI) Project for MCTI, another valuable lesson was that expertise of the specialists working in MSs NRAs was more useful on the issues pertaining to the implementation of the NRF (very actual issues) or when trying to find solutions to problems where the specific economic situation of Romania was not a key factor, while the expertise of independent consultants was proven to be more effective in cases where the development of the infrastructure and the economic indicators for Romania were decisive elements that needed to be objectively assessed in order to solve regulatory issues. The conclusions of this lesson have been addressed by the design of this Project fiche on two separate components: the first component provides for twinning in the *ex ante* regulation area, where the timing of the MSs NRAs in the implementation of the NRF is similar to the timing of ANRC and the difficulties encountered are the same, while the second component is dedicated to Universal Service, an area where MSs examples risk not to match the current economic situation of Romania and the infrastructure development status.

As the activities planned under the previous Phare Project (RO-0107.01) started in 2003, it is too early to discuss the lessons that could have been learned in the implementation of this project.

4. Institutional Framework

MCIT is responsible for policy/strategy making for the development of the IT&C sector in Romania.

ANRC is the regulatory authority for electronic communications and postal services sectors, having the role to implement the national policy in these fields. ANRC will collaborate with MCTI in all the fields where the expertise of ANRC is deemed to be necessary or useful.

5. Detailed Budget

The Project total cost is estimated at **2 Meuro**, representing financial contribution from Phare.

The proposed Phare financing is structured as follows:

1.3 Meuro allocated for Twinning

0.7 Meuro for Technical Assistance

Detailed Budget Chart (in Meuro)

COMPONENT	Phare Support			National co-financing	IFI	TOTAL
	Invest. Support	IB	Total Phare (= I+IB)			
<i>I.Twinning Assistance for Ex Ante Regulation</i>		1.3	1.3			1.3
<i>II.Technical Assistance for Implementing the Universal Service in the Fields of Electronic Communications and Postal Services</i>		0.7	0.7			0.7
TOTAL		2.0	2.0			2.0

6. Implementation Arrangements**6.1 Implementing Agency**

The Project shall be managed under the Practical Guide to Phare, Ispa and Sapard contract procedures.

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).

6.2 Implementing Authority

The Romanian Implementing Authority is ANRC, 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 ANRC.

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ANRC will provide:

- adequate human resources to implement the twinning project together with the twinning partner;
- all the facilities which are necessary for the smooth implementation of the twinning (office, computer, printer, telephone, access to Internet);
- funds to cover any logistic and travel costs of the Romanian authorities in the context of training for seminars.

6.3 Non-standard Aspects

The Practical Guide to Phare, Ispa and Sapard contract procedures will strictly be followed.

6.4 Contracts

The number of contracts is 2, with total amount of 2.0 Meuro, as follows:

- 1 twinning covenant for Twinning;
- 1 contract for Technical Assistance.

7. Implementation Schedule**7.1 Start of tendering/call for proposals**

- Twinning Assistance for *Ex Ante* Regulation: June 2003
- Technical Assistance for Implementing the Universal Service: March 2004

7.2 Start of project activity

- Twinning Assistance for *Ex Ante* Regulation: March 2004
- Technical Assistance for Implementing the Universal Service: November 2004

7.3 Project completion

- Twinning Assistance for *Ex Ante* Regulation: December 2005
- Technical Assistance for Implementing the Universal Service: May 2006

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

Not Applicable

11.1 Catalytic Effect

The Phare programme will catalyse the process of developing the operational capabilities of ANRC, thus supporting it in performing the role of a national regulatory authority on a fully liberalised market. In the absence of this programme, the own financial resources of ANRC are insufficient for the development of such a complex objective.

11.2 Co-financing

N/A

11.3 Additionally

The Phare grants for this Project will not displace other financiers.

11.4 Sustainability

ANRC will self-sustain its activity, as a public institution fully financed from extra-budgetary incomes.

11.5 Compliance with State Aids Provisions

The Project respects the state aids provisions.

12. Conditionality and sequencing

The Project depends on the timely adoption and entry into force of the last piece of primary legislation (the draft Law on the universal service and users' rights relating to electronic communications networks and services), expected to take place by mid-2003.

ANNEXES TO THE 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 “Improving the Institutional Capability of the National Regulatory Authority for Communications”

Annex 1 – Logical Framework Matrix			
<p>Improving the Institutional Capability of the National Regulatory Authority for Communications (ANRC)</p>		<p>Contracting period expires: 30 November 2005</p>	<p>Disbursement period expires: 30 November 2006</p>
		Total budget: 2 Meuro	Phare budget: 2 Meuro
Overall objective	Indicators of Achievement	Sources of Information	Assumptions

Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<ul style="list-style-type: none"> - Building a modern regulatory framework for sustainable competition in the Romanian markets for electronic communications and postal services - 	<ul style="list-style-type: none"> - effective competition on the Romanian markets for electronic communications and postal services by 2005 - appropriate Universal Service framework in the areas of electronic communications and postal services by 2005 - full implementation of the <i>acquis</i> in the field of electronic communications and postal services by 2005 	<ul style="list-style-type: none"> - official journals - official statistics and market analyses carried out by ANRC or other private/public institutions - results of the negotiation process for the accession to the EU - various country reports of foreign embassies, NGOs and international organisations - regular country reports issued by the EC 	
Project purpose	Indicators of Achievements	Sources of Information	Assumptions

Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<ul style="list-style-type: none"> - Implement the <i>acquis communautaire</i> in the field of ex ante regulation - Enhance market players' understanding of the economic regulation and further build upon their capabilities to provide valuable inputs to the regulatory process - Defining an adequate framework for access to the Universal Service in the field of electronic communications and postal services - Develop appropriate regulations for implementing the Universal Service in the area of electronic communications and postal services - Raise the awareness of and increase the level of support from the local administration to the Universal Service policies - Further improve the institutional capability of ANRC to adequately manage the regulatory process in the fully liberalised markets for electronic communications and postal services 	<ul style="list-style-type: none"> - state-of-the-art regulatory framework in the field of <i>ex ante</i> regulation by end 2005 - communication channels for co-operation and joint working with the NRAs of the MSs and CCs established and operational by end 2005 - the major market players trained in the area of <i>ex ante</i> regulation and able to provide timely, substantial and valuable inputs during the consultations held by ANRC - improved awareness and understanding of the economic regulation by the market players in their financial forecasts and public statements - adequate amendments or completions to the existing framework for Universal Service are in place by mid-2006 - fully operational regulatory framework in the field of Universal Service in place by mid-2006 - enhanced scope and quality of the services provided under the Universal Service package by mid-2006 - the Universal Service funding scheme functions effectively by mid-2006 - increased local administration support for the Universal Service policies in their decisions and policy statements - officials of all the main local administrations (municipalities) are trained in the area of Universal Service by mid-2006 - all the relevant ANRC staff is adequately trained in the area of <i>ex ante</i> regulation and Universal Service implementation by mid-2006 	<ul style="list-style-type: none"> - Official Journal of Romania - annual Reports on the progress in preparing the accession to the EU and other progress reports of the Romanian Government - national Programmes for accession of Romania to the EU - Project reports - ANRC annual activity report - comments received from the market players during consultations held by ANRC on draft regulations - ANRC portal screening - training certificates for ANRC personnel, market players and local administration representatives - training quality assessment as made by ANRC staff - decisions and policy statements of the local administration 	<ul style="list-style-type: none"> - approval of the annual ANRC budget by the Romanian Government in due time - the timely adoption and entry into force of the last piece of primary legislation (the draft Law on the universal service and users' rights relating to electronic communications networks and services), expected to take place by mid-2003
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Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

Results	Indicators of Achievement	Sources of Information	Assumptions
<p>I. Twinning Assistance for <i>Ex Ante</i> Regulation:</p> <p><u>A. Analyses, conceptual and organisational activities</u></p> <ul style="list-style-type: none"> - Romanian <i>ex ante</i> regulations and practice benchmarked against the practice in select EU MSs and CCs - Economic regulation tasks schedule drafted and implemented - <i>Ex ante</i> regulations revised and revisions issued by ANRC, new <i>ex ante</i> regulations drafted and the new decisions issued by ANRC, needs for specialised studies and analyses identified an incorporated into the ANRC decisions 	<ul style="list-style-type: none"> - the number of country practices analysed and the scope of the analyses undertaken - relevance of the swot-type and benchmarking analysis as reflected by the recommendations for the improvement of the <i>ex ante</i> framework - completeness of the tasks schedule and feasibility of the proposed deadlines reflected in the actual implementation - quality and compliance with the <i>acquis</i> and best EU practices of the revised regulations delivered in the <i>ex ante</i> area (market identification: ANRC President's Decisions nos.136/2002 and 174/2003, and the subsequent decisions for the identification of retail markets; market analysis: ANRC President's Decision no.137/2002; SMP designation: ANRC President's Decisions nos.142-146/2002, Decision on the designation of S.N.Tc. “Romtelecom” - S.A. as having significant power in the market for full or shared access to the twisted metallic pair local loop, for the purpose of providing broadband electronic communications services and publicly available telephony services at fixed locations, Decision on the identification of S.N.Tc. “Romtelecom” – S.A. as having significant power on the market for the provision of leased lines-terminal segments and the subsequent decisions for SMP designation; imposition of <i>ex ante</i> obligations: ANRC President's Decision no.147/2002 and nos.123-126/2003, Decision for the approval of the Regulation for the separate accounting of S.N.Tc. “Romtelecom” S.A. and the subsequent decisions issued for the imposition of <i>ex ante</i> obligations in the wholesale 	<ul style="list-style-type: none"> - Project reports (progress reports and task reports) - Official Journal of Romania - monitoring by EC Delegation - on-site verification - third party (industry associations, international organisations, etc.) screening reports - internal surveys and annual activity report of ANRC - annual Reports on the progress in preparing the accession to the EU and other progress reports of the Romanian Government - national Programme for accession of Romania to the EU - ANRC portal screening - training materials and certificates 	<ul style="list-style-type: none"> - signing of the Financial Memorandum by the EC and the Romanian government - timely identification of an adequate twinning partner and of the Contractors for the other components of the Project - signing and effective functioning of twinning agreements and of the other contracts to be concluded under the Project - support from other relevant institutions - timely approval of the ANRC budget - ANRC recruits and retains adequate staff - co-operation and exchange of information with the similar authorities from the EU MSs is established and maintained on a stable basis

Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<ul style="list-style-type: none"> - Appropriate communication channels for co-operation and joint working with the NRAs of the MSs and CCs established and operational 	<ul style="list-style-type: none"> - and retail markets) - quality and compliance with the <i>acquis</i> and best EU practices of the new definitions of the relevant markets, new criteria for assessing the effectiveness of competition and for determining the SMP, new <i>ex ante</i> obligations to be imposed 		
<p><u>B. Training of the ANRC human resources and knowledge dissemination to market players</u></p>	<ul style="list-style-type: none"> - number and effective functioning of the communication channels established 		
<ul style="list-style-type: none"> - Strategy for medium to long term professional and personal development of the ANRC personnel delivered - Select ANRC personnel trained at best standards applicable in EU NRAs 	<ul style="list-style-type: none"> - the quality and relevance of the medium to long term institutional and professional development strategy 		
<ul style="list-style-type: none"> - Strategy for medium to long term awareness raising and maintenance activities delivered - Improved awareness of market players in the field of <i>ex ante</i> regulation 	<ul style="list-style-type: none"> - number of training sessions delivered to ANRC personnel, quality, quantity and pertinence of the information transmitted to participants; timely and efficient organisation of the training sessions; quantity and quality of the training materials delivered - 50 ANRC employees trained at best standards applicable in EU NRAs 		
<p>II. Technical Assistance for Implementing the Universal Service in the Fields of Electronic Communications and Postal Services:</p>	<ul style="list-style-type: none"> - the quality and relevance of the medium to long-term awareness raising and maintenance activities strategy - number of training sessions delivered to market players, quality, quantity and pertinence of the information transmitted to participants; timely and efficient organisation of the training sessions; quantity and quality of the training materials delivered 		
<p><u>A. Analyses, conceptual and organisational activities</u></p>	<ul style="list-style-type: none"> - all the major market players trained in the field of <i>ex ante</i> regulation 		
<ul style="list-style-type: none"> - Romanian Universal Service regulation and practice in the fields of electronic 			

Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<p>communications and postal services benchmarked against the practice in selected EU MSs and CCs</p> <p>- Universal Service regulations revised, including Universal Services funding and costing methodology solutions</p> <p><u>B. Training of the ANRC human resources and of the local administration</u></p> <p>- Select ANRC personnel trained at EU best practice level in the field of Universal Service</p>	<ul style="list-style-type: none"> - the number of country practices analysed and the scope of the analyses undertaken - relevance of the swot-type and benchmarking analysis as reflected by the recommendations for the improvement of the Universal Service framework - quality and compliance with the <i>acquis</i> and best EU practices of the revised and new regulations delivered on the electronic communications Universal Service (extended scope of the Universal Service, re-formulated concept of Universal Service, designation of the Universal Service providers, scope of obligations imposed on the Universal Service providers, regulations for securing affordability of services falling within the scope of the Universal Service, Universal Service funding scheme, accounting and verification methodology of justified net costs of Universal Service provision, model for collecting and processing data for accounting related to Universal Service net cost and the revenues of the designated undertakings, completion of the tariff re-balancing process, framework for transparency and accessibility of information on Universal Service prices and conditions, and accessibility of information on Universal Service prices and conditions) - quality and effectiveness of the methodology to calculate the extra-burdens of the Universal Service obligations in the postal sector - sufficiently grounded assessment of the implications in reducing the scope of the reserved area on the postal Universal Service provider's revenues - sufficiently grounded assessment of the scope of the proposed exceptions - quality and compliance with the <i>acquis</i> and best EU practices of the revised legal and regulatory framework on Universal Service in the postal sector 		
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Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<ul style="list-style-type: none"> - Improved awareness and support of the local administration officials and of the ANRC territorial offices experts, as a result of the preparatory training phase, to the Universal Service policies 	<ul style="list-style-type: none"> - ANRC personnel training needs in the field of Universal Service assessed - 50 ANRC employees trained at EU best practice level in the field of Universal Service - number of training sessions delivered, quality, quantity and pertinence of the information transmitted to participants; timely and efficient organisation of the training sessions, quantity and quality of the training materials delivered - 200 local administration officials and 50 territorial offices employees trained on Universal Service policy 		
Activities	Means		Assumptions
<p>I. Twinning Assistance for <i>Ex Ante</i> Regulation <u>A. Regulatory assistance</u></p> <ul style="list-style-type: none"> - Provide a detailed and up-to-date analysis of the regulatory instruments, practices and concrete results achieved in the area of ex ante regulation in select MSs/CCs, with a special focus on the internationally recognised best practices - Analyse and benchmark the Romanian framework for ex ante regulation and the results achieved so far in its implementation against the best practice in MSs/CCs, perform a swot-type analysis and issue recommendations for the improvement of this framework in accordance with the findings of the analysis 	<ul style="list-style-type: none"> - gathering information on the regulatory instruments, procedures and concrete results achieved in the area of ex ante regulation in select MSs/CCs in order to present a synthetic and analytical evaluation - gathering information on the Romanian framework for ex ante regulation and on the results achieved so far in its implementation in order to present a benchmark against the best practice in MSs/CCs and a swot-type analysis - issue recommendations for the improvement of the Romanian framework for ex ante regulation 		<ul style="list-style-type: none"> - complete and stable legal framework for the operation of ANRC - defined organisational chart for ANRC - relevant personnel hired in order to benefit from the training programmes

Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<ul style="list-style-type: none"> - Identify and implement a detailed schedule of economic regulation tasks whereby to apply the above mentioned recommendations - Set up and make best use of the appropriate communication channels in order to promote co-operation with the NRAs of the MSs and other CCs, to create the premises for delineation of transnational markets and imposition of harmonised ex ante obligations for the undertakings providing services on a transnational basis 	<ul style="list-style-type: none"> - delivering a work plan to be further developed in a regulatory strategy and action plan of ANRC for the years 2004-2007 - review of the delineation of relevant markets by proposing new market definitions - analysis on the revised markets, including assessment of the existence of an effective competition, review of the existing SMP designations, revision of the criteria used for assessing the existence of an effective competition and for SMP designation and proposals for new SMP designations, identification of needs for specialised studies and analyses to be subsequently carried out, incorporation of these studies and analyses into ANRC decisions - review of the ex ante obligations already imposed by proposing the amendment/withdrawal/imposition of new obligations on the SMP undertakings, as the case may be, identification of needs for specialised studies and analyses to be subsequently carried out, incorporation of these studies and analyses into ANRC decisions - establish contacts with the NRAs of the MSs and other CCs, identify the subjects of common interest and define a work agenda for the further co-operation 	
<p><u>B. Training of the ANRC human resources and of the market players</u></p> <ul style="list-style-type: none"> - Upgrade the qualifications of select ANRC personnel (around 50 persons); - Prepare and issue a strategy for medium to long term professional and personal development of the ANRC human resources - Ensure a broad dissemination among the market players of the economic regulation concepts, theories and trends 	<ul style="list-style-type: none"> - assessment of the ANRC personnel and market players training needs in the area of market delineation, market analysis and imposition of ex ante obligations - targeted training activities, on the job specialised expert support and secondments on issues relating to the implementation of the provisions of the NRF on ex ante regulation by the MSs - draft of a strategy paper for medium to long term professional and personal development of the ANRC human resources - delivery of presentations in workshops and seminars targeted at the market players 	

Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<p><u>2. Universal Service in Postal Sector</u></p> <ul style="list-style-type: none"> - Provision of a detailed and up-to-date analysis of the methods of funding the Universal Service provision under the new Postal Services Directive and of the methodologies available to calculate the cost of the burdens determined by the Universal Service obligations in select MSs/CCs; - Analysis of the possible implications of reducing the scope of the reserved area on Romanian Universal Service provider's revenues and issue of the recommendations for the timetable of the weight and price reductions - Analysis of the scope of exceptions to the weight and price restrictions that shall be permitted in the case of the free postal service for blind and partially sighted persons, as well as the possibility to continue to reserve the outgoing cross-border mail and issue of the relevant recommendations in this respect - Assistance to ANRC in developing a methodology to calculate the extra burdens of the Universal Service obligations - Assistance to ANRC in drafting the necessary amendments to the national legal and regulatory framework in order to implement the above recommendations and methodology 	<ul style="list-style-type: none"> assistance in the elaboration/update of an accounting and verification methodology of justified net costs of Universal Service provision - assistance in elaborating/updating a model for collecting and processing data for accounting related to Universal Service net cost and the revenues of the designated undertakings - assistance in the rapid completion of the tariff re-balancing process - assistance in creating a framework for transparency and accessibility of information on Universal Service prices and conditions - gathering information on the methods of funding the Universal Service under the new Postal Services Directive and of the methodologies available to calculate the cost of the burdens determined by the Universal Service obligations in select MSs/CCs, in order to present a synthetic and analytical evaluation - performing an assessment as to the possible implications of reducing the scope of the reserved area on Romanian Universal Service provider's revenues - drafting recommendations for the timetable of the weight and price reductions - assessment as to the possible implications of allowing exceptions to the weight and price restrictions that shall be permitted in the case of the free postal service for blind and partially sighted persons, and the possibility to continue to reserve the outgoing cross-border mail - drafting recommendations on the scope of exceptions that should be allowed - elaborating a methodology to calculate the extra burdens of the Universal Service obligations - drafting amendments to the national legal and regulatory framework in order to implement the above recommendations and methodology 	
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Annex 1 : Logframe Matrix for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

<p><u>B. Training of the ANRC human resources and of the local administration</u></p> <ul style="list-style-type: none"> - Assessment of the ANRC personnel training needs in the field of Universal Service and delivery of specific training activities and training materials - Training for local administration officials to raise their awareness and support to the Universal Service policies 	<ul style="list-style-type: none"> - assessment of the ANRC personnel and market players training needs in the area of Universal Service - delivery of specific training under the form of on-the-job training, seminars, traineeships and workshops, including delivery of training materials, on the issues relating to the Universal Service by groups of foreign experts - preparatory training for designated experts of the 47 ANRC territorial offices (workshops and seminars) - delivery of presentations in workshops and seminars targeted at the local administration officials by Universal Service experts/lecturers or by the ANRC territorial offices experts 	
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Annex 2 : Detailed implementation chart for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

Annex 2 – Detailed Implementation Chart																																														
Improving the Institutional Capability of the National Regulatory Authority for Communications (ANRC)																																														
Components	2003						2004														2005														2006											
	J	J	A	S	O	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	J	F	M	A	M	J	J	A	S	O	N	D			
I. Twinning Assistance for <i>Ex Ante</i> Regulation	C	C	C	C	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	I	I															
II. Technical Assistance for Implementing the Universal Service in the Fields of Electronic Communications and Postal Services						D	D	D	D	C	C	C	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/Tender preparation C = Contracting I = Implementation/works																																														

Annex 3 : Cumulative contracting and disbursement schedule for project “Improving the Institutional Capability of the National Regulatory Authority for Communications”

Annex 3 – Contracting and disbursement schedule													
Improving the Institutional Capability of the National Regulatory Authority for Communications (ANRC)													
	Cumulative contracting and disbursement schedule by quarter in Meuro (planned)												
	2004				2005				2006				
	IX	X	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII	XIX	XX	
Total contracting:	1.3	1.3	1.3	2.0	2.0	2.0	2.0	2.0					
Total disbursement:	0.6	0.7	0.8	1.32	1.49	1.59	1.76	1.86	1.93	2.0	2.0	2.0	