

Adjud Development Strategy 2007 - 2013





We, the Counsellors of Adjud City, are united today together for the first Adjud City Development Strategy 2007-2013, with one common goal:

„During the forthcoming years
to take unconditional active participation
in the implementation of the City Strategy and provide
visionary leadership, sound representation and prudent financial management”



My fellow citizens, visitors and friends of Adjud,

In light of 1 January 2007, the day when our country will formally join the European Union,

I am pleased to present to you the first ever Adjud City Development Strategy and hope it offers a constructive and useful outline of the goals our city administration has set out to achieve during the next seven years period ahead. Intended for a broad audience, this document is a summary of nearly one year of strategy-related work based on the views and recommendations of a number of groups, individuals and experts.



Translating all the technical and consultative work undertaken into a comprehensive strategy document was no easy task. The work involved participatory process followed by valuable insight in identifying the right balance between competing priorities, various stakeholders and citizens' needs and selection of key actions and policies, of vital importance for the future growth and development of our City.

I would like to thank all participants who contributed to the development of the Adjud City Development Strategy. The analyses, consultations and surveys carried out by senior international and local experts and the engagement with the city administration generated thoughtful discussion and helped to improve overall the way we who work for the municipality see our role developing in the future.

We will establish strong institutional framework of competent strategy implementation and monitoring bodies and engage all key stakeholders in Strategic Partnership, as a drive force for implementation of the Strategy.

We will also monitor the implementation of the actions outlined in the strategy and continue to consult with the citizens and stakeholders to ensure that they maximize the benefits of our efforts.

We hope you will join us in our collaborative effort to improve the way we live and work.

For better and prosperous future of Adjud,

Constantin Armencea,

Mayor of Adjud

December 2006



Adjud City Strategy

Preface

The new Adjud City Development Strategy 2007-2013, provides a basis for sustainable development of the local economy and for the welfare of city residents. Developed by Adjud City Strategic Development Group, with support of Success Consulting SRL team of international and local experts, the strategy is informed by recommendations from City Hall administration, City Counsellors, residents and business community members provided through workshops, surveys and consultations.

During the formulation of the strategy, **the new vision for Adjud City** was adopted. The Strategic directions underpinned by the new Vision aim to transform Adjud during the years ahead into an inter-regional centres, offering logistics support for the business sector of both SE and NE Regions of Romania. The work will focus on strengthening the existing and developing new economic and industry capacities through building adequate infrastructure, services and institutional and human resources capacities, across all vital sectors of the City. The Strategic directions also focus on building necessary infrastructure and services aiming towards structured valorisation of existing natural resources and tourism potentials – leading the way forward over the coming years Adjud to become a new attractive tourism and leisure destination in Romanian Moldova.

The work on strategy also helped the municipal administration to identify needed improvements in ten priority areas – urban development, transport, economy, tourism, education, environment, ICT and e-government, employment and social affairs, civil society, youth and sport and institutional strengthening. The interventions proposed can find justified financial support along line regional and national priorities and measures under the EU Structural Funds Cohesion period 2007-2013.

To help the city administration effectively implement this medium term strategy, an Action Matrix outlines priority actions and objectives to be undertaken and addressed in the seven years period ahead. The consultative and collaborative approach that has been undertaken in formulating the strategy has influenced and will continue to provide insight on the future role and operation of the city administration.

This document summarizes the analyses, findings and recommendations of several years of a broad-based strategy development process for sustainable transformation of Adjud into a modern European City.



CONTENTS

Part 1:	Vision
Part 2:	Mission Statement
Part 3:	Strategy's Principles
Part 4:	Strategic Goal and Objectives
Part 5:	Context
Part 6:	Strategy Priority Sectors
Part 7:	Institutional Arrangements
Part 8:	Monitoring and Evaluation
Part 9:	Resources
Annex 1:	Public Consultation
Annex 2:	Action Plan
Annex 3:	Projects Fiches for Proposed Projects for Structural Funds 2007-2009





Part 1 - Vision

Adjud in 2013 is a recognised attractive European destination offering variety of tourism and leisure opportunities for all generations, in a healthy and clean environment. Adjud will succeed to attract major investors in tourism which generates rapid economic growth of the community and provides jobs for the citizens in the area.

By 2013, Adjud will also utilise its position at the crossroads of major European Roads and transform into an important regional logistics hub with modern infrastructure offering services for the whole retail market in the area.





Part 2 – Mission Statement

The realizing of the vision of Adjud will engage all relevant stakeholders in the City. The leadership will be provided by the Mayor of Adjud City and City Counsellors, having committed to take shared joint responsibility for the future of Adjud.

The mission is to be achieved along line strategic priority directions, which are presented in the following sections.

The key stakeholders are identified bellow. They will be engaged in a City Strategic Partnership (to be called **The Adjud First Strategic Partnership**), to ensure that the implementation of the Strategy commence with strong community belief, stakeholders involvement and participation. The Strategic Partnership concept proposed will also ensure that respectful contributions and rewards from/to the City, the citizens and key stakeholders' are underpinned by set of democratic principles during the life span of the implementation of the City Strategy.





Part 3 – The Strategy's Principles

The overarching five principles of the Adjuda City Strategy are based on the model of Sustainable Development. They are:



Principle 1: Sustainable Adjuda

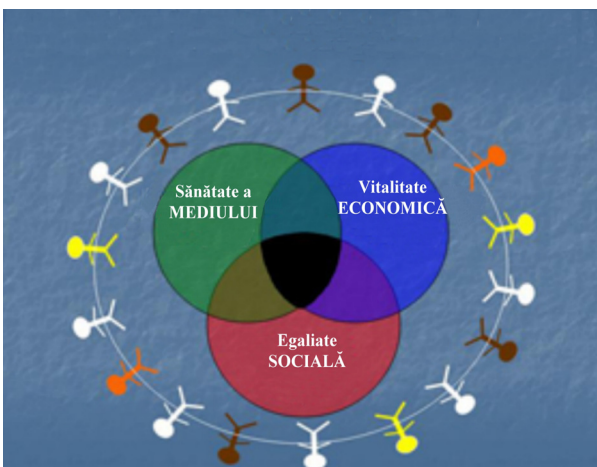
Limiting the ecological footprint through the efficient use of resources and protecting the natural environment and encouraging biodiversity so that Adjuda City is improved for current and future generations. A sustainable community engages openly and freely, it respects and celebrates diversity and our heritage and collaboratively addresses long-term social and economic well being.

Principle 2: Equitable and transparent Adjuda

Providing and advocating for physical, economic, cultural and social access and equity for all to services, facilities and information, through continued improvement of accountability, transparency, based on good governance, honest and open decision making and partnership between selected City representatives, citizens and all business partners and stakeholders.

Principle 3: Attractive Adjuda

Retaining and creating attractive business and tourism centres and facilities, shopping centres, thriving and attractive city central area and residential neighbourhoods, that gives the City its own unique urban character, attractiveness and visibility to both the citizens and welcoming tourists and investors.



Principle 4: Creative Adjuda

Encouraging a creative and innovative community, which values learning, research, sharing knowledge, artistic endeavour, embracing change and allowing flexibility at all levels.

Principle 5: Participatory Adjuda

Promoting a diverse, inclusive, innovative, vibrant, open, active and engaging community, through nurturing a sense of community spirit that can create

and expand cooperative networks both within our communities and with all our stakeholders to empower people and foster participation.



Part 4 – Strategic Goal and Objectives

The purpose of the Adjud City development Strategy (ACDS) is to provide the basis for sustainable development of the local economy and the welfare of citizens.

Launching a long-term strategy aimed to provide the City of Adjud with an opportunity to effectively implement the goals and the Vision for the future of the City that it set out to achieve over the next years. The purpose is to promote long term development and prosperity, economic growth, clean and attractive environment, material and social cohesion and increased quality of life for all citizens.



Adjud City Hall initiated work on the strategy in March 2006. The intention was to timely prepare the City for the challenges of country integration into the European Union. The need for a **City Strategy** was understood by the City Authorities as crucial in views of future successful participation of Adjud in the EU Structural Funds programmes. It was also recognised as a first and foremost an essential tool **to analyse** the needs, **to plan, prioritise, and enhance the capacity of local actors**, for designing, monitoring and implementing projects funded by EU Structural Funds, but also as a very first step towards building partnerships and synergies between the public and

private actors, all in order to improve quality of living and attractiveness of the city in terms of growing new businesses and attracting foreign investments, through joint ventures and public-private partnerships.

Adjud City Strategy draws upon the needs, preferences and expectations of the citizens and business actors, that were identified through analyses, consultations and surveys undertaken by the experts involved in the strategy formulation and development. Findings and recommendations for each priority are summarised in the following sections, and underpinned by the Strategy Vision, and Principles and Values.

As such the Adjud City Strategy can be viewed as an overall strategic local policy document, opening wider perspectives and opportunities for all actors in the City to engage, actively participate and contribute to the process of development and growth of the city economy and improvement of the quality of the life of the citizens.



The Adjud City Strategy 2007 – 2013 provides a strategic direction, creates a new sense of purpose and identity for the whole City and provides a sound basis from which to focus in the future.

Its Strategic Goal flows directly from the Vision and the Principles. Through the implementation of the new City Development Strategy, the Strategic Goal is to:



- Secure quality of life for all in the City of Adjud, through the provision of excellent public services, by being close to the community and through strong civic leadership;
- Create a city where the culture, the economy and the local environment can prosper and where all sections of the community can participate in and be committed to its success.

To successfully and entirely achieve its Goal, the Strategy is structured into focus areas identified as Priority Sectors (or simply Priorities) of Adjud City. Although Priority areas are structured into separate sections, it is important to note that there are significant interrelationships between each area and due consideration has also been given to ensure that recommendations for each Priority are contributing to the

achievement of the Strategic Goal. In this respect following main directions are key ingredients of the recommendations for each Priority Area of the Adjud City Strategy:

- Development of infrastructure leading to durable urban growth;
- Development and provision of quality services;
- Promotion of city nationally and internationally;
- Sustainable development of the local economy;
- Reduction of poverty and fighting social exclusion;
- Promotion of a healthy and sustainable environment;
- Developing effective and efficient communication and consultation.

In addition, for each Sectoral Priority due consideration is also given to ensure that proposed recommendations for actions are aligned with the national and regional trends underpinned by Romania's accession into the EU on January 2007.





The following Strategic Objectives encompass the above common directions and aim to achieve the Strategic Goal:

Strategic Objective 1:

Creation of sustainable socio-economic growth and development in Adjara by valorising its natural resources and potentials, historical and cultural heritage and geographical position.



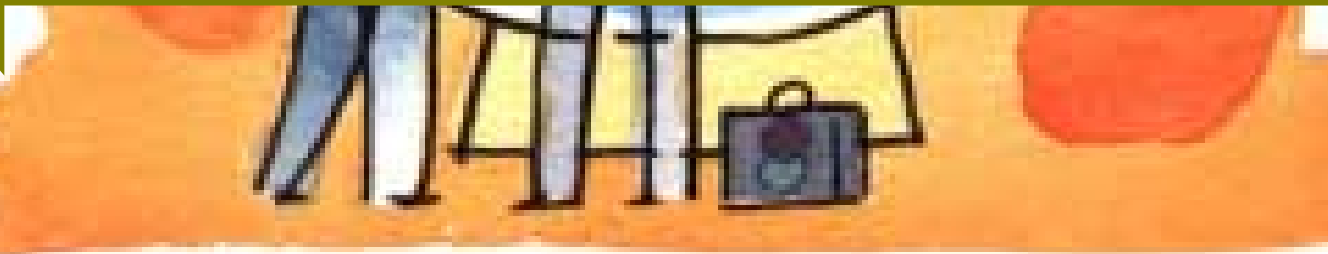
Strategic Objective 2:

Achieving long term durable growth and development of Adjara on the basis of well planned and effectively constructed and maintained urban infrastructure.



Strategic Objective 3:

Creation of Adjara as an Urban Environment recognised as a healthy and socially inclusive community with high quality of life.





Part 5 - Context

Short history

The name given to the town under the certified documentary form - Egydhalma – is of Hungarian origin and in Romanian meaning the Egyd's Hillock, the name of the saint Aegidiusle Age. The Moldavian form of Agiud would thus find a correspondent in the Transylvanian "Aiud".

Traces of permanent living of these places can be found everywhere round the locality of today. In the point "Cetatuia" from Domnești village, situated at 8 km south away from today Adjud, a bowl with an anthropomorphic feature discovered which was dated back many centuries before Christ.

The archaeological diggings or the casual discoveries from Trotuș river mouth with Siret brought important contributions to the knowledge of the past of the locality. Thus following some surface researches, in the point called "Hillocks" close to Adjud were found, among others, a fight hatchet specific to the period of transition to the bronze epoch, a buckle made in white stone and a piece made in ceramics, belonging approximately to the some period. Fragments of elements typical to Monteoru culture from the bronze epoch, and also two pieces in the shape of a truncated cone were discovered in the garden of an inhabitant of the town.

The continuity of living in this area was later confirmed by the discovery of a level between the 8th – 9th centuries in the point "La Sonda". In the hearth of the village was also found a bronze holy medal, with the inscription "Sfantul Gheorghe" (Saint George) in Greek dating between the 10th – 11th centuries.

The Medieval Age: Among the archaeological discoveries presenting a special interest for the historical evolution of these places we would like to mention a pit house dating back to the beginning of the 14th century (unfortunately, deteriorated by the overflows of Siret), where ceramics fragments worked at a slower wheel were found, and also pieces of brick-red-coloured paste coming from the bowls made at the fast wheel. Also, an oven of home use dating since the 16th century, from whose interior many ceramics fragments coming from different type of bowls (pitchers, earthenware, decanters glasses, tureens) were taken out.

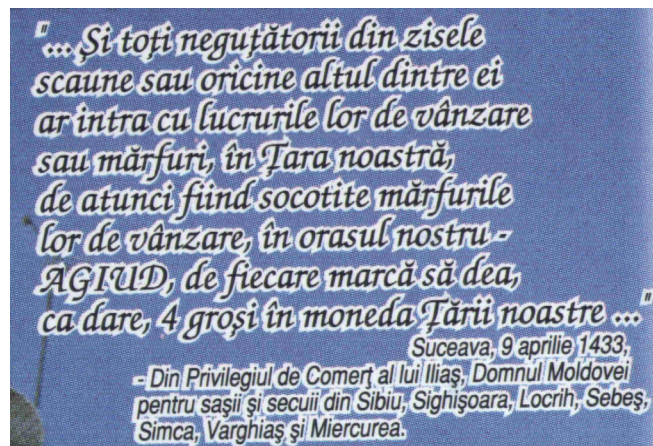
The archaeological inquiries that were made indicated the fact that the settlements from here had all the conditions to become a blooming town fair as it was thus documentary certified in a document since April 9th 433. It speaks of a commercial privilege given by Iiaș Voivod, the son of Alexandru cel Bun

Adjud: key facts

- ◆ Geographical positioning: 46°5'30'' lat N, 24°48'20'' Eastern longitude
- ◆ Population: 21500
- ◆ Population density: 311 per sg km
- ◆ Average age of population: 32 years
- ◆ Territory: 59.1 sg km
- ◆ Height above the sea level: 100 m
- ◆ Number of housing units: 11722
- ◆ Utilised housing area: 254096 sg km
- ◆ Length of drainage net: 22,4 km
- ◆ Length of streets net: 33 km



(Alexander the Good; January 1st 1432 - November - 3rd - 1433; t unknown) to the Hungarians from the seven "chairs" (districts) of Transylvania (Sibiu, Sighișoara, Nocrîh, Sebeș, Ciuc, Oraștie and Miercurea), in which it is written that when the Hungarian merchants coming to Moldavia have to have their goods evaluated in „oppido nostro Egydhalm” ("in our town Agiud") and to pay as custom four "groși" for each mark, at the return in Transylvania, the same amount, in the same town, and at the border, the custom for the big cattle that will be exported. As a custom point, Adjud was also mentioned in the trade privilege given by Steven the Great to the Polish in July 3rd 1460.



The town Adjud was the administrative centre of the land wearing the same name ever since the beginning of the 16th century, being mentioned for the first time in a document since March 6th 1507. "The Land of Agiud" included the low course of Trotuș, from the border with Trotuș Land, together with Siret Valley, downstream of Racaciuni and upstream of Marașești.

Beginning with the 18th century, Adjud started to decline step by step, losing irreparable from its old importance, fact coming out also from The Description of Moldavia, written by Dimitrie Cantemir at the require of the Academy of Berlin, in 1716, where Adjud was no longer mentioned among the important towns on Siret.

As a consequence of the fact that the hearth of the townlet was permanently crumbled by freshets, and also the moving off from the new trade thoroughfare, the townfolks left the old settlement on the bank of Siret and moved 3 - 4 km South.



Ocna, it was founded a nourishment and maintenance point of the locomotives, considered to be the birth date of Adjud Railway Roundhouse.

Being founded firstly by traders and handicraftsmen, the town Adjud concentrated its commercial and administrative life along a narrow streets network, the inhabitants of the Old-Adjud occupying the side towards the station hardly after 1864. Between 1872 - 1873 there was founded the central square; it was built the Town Hall and there were installed on the streets 30 gas lamps. In September 13th 1872 it was founded officially the railway Station on the route Marașești - Bacau. In 1884, while was building the line Adjud - Targu

During the Independence War 1877 - 1878, the people of Adjud contributed with money and clothes, the battalion lead by Major Gh. Sontu having in its composition the 4th Company, as well formed by the inhabitants from the small rural district Racaciuni with the residence at Adjud. During the World War I, the inhabitants of Adjud entered with honesty their names in the golden book of the Romanian heroism. Being stopped at the end of the 1916 on the line of the Oriental Carpathians, the Germans troops began an offensive in the summer of the next year on the line Focșani - Marașești - Adjud, linked with the advance of the Austrian Hungarian army along Oituz valley. Animated by a high patriotism, during the fights taking place simultaneously at Marașești and Oituz, the Romanian soldiers defeated the enemy armies under the slogan "Nobody passes by here". There died doing their duty the captain A. Petrescu, the warrant officer I. Gheorghiu, the sergeants C. Costea and V. Ferent, the corporals C. Grigoriu, I. Secui and Neculai Bucur, and, of course, tens of soldiers.



Geographic location



Adjud is one of the major cities of Vrancea County, situated in the South-East Development region of Romania, North of the junction point of the rivers Siret and Trotus.

The town is composed by two localities – Adjud and Burcioaia and two annex villages – Adjudu Vechi and Siscani and it is geographically bordered by the 45 degrees and 60 minutes northern latitude and the 26 degrees and 10 minutes 47 seconds eastern longitude

Adjud is a medium to small size city with a surface of 59.1 km².

Adjud town may be accessed through the following main roads:

- E 85 road from Bucharest – Buzau to Bacau
- DN11A - Onești - Adjud - Podu Turcului;
- DN2 București - Urziceni - Buzău - Râmnicu Sărat - Focșani - Adjud - Bacău - Roman - Suceava - Rădăuți

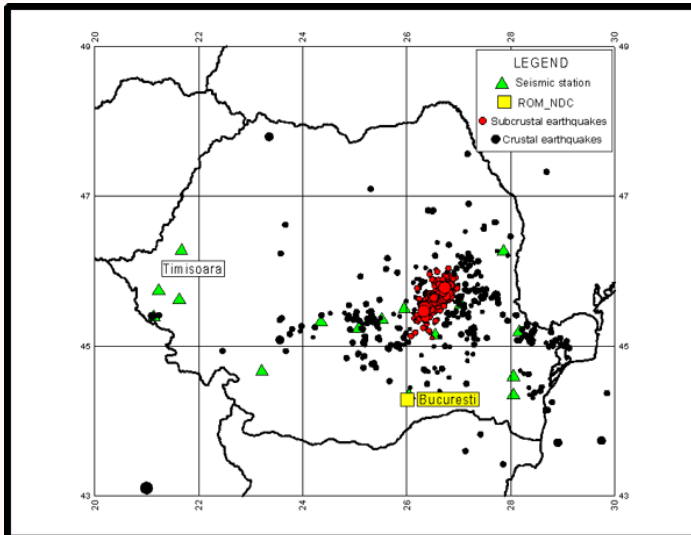


Landscape

The landscape is mainly lowland, the area belonging to the locality being ploughed in the East side by Siret waters (706 km, from which: 559 km on the Romanian territory, the biggest hydrographical basin in the country), and in the West by those of Trotuș (1692 km; 13 km on the territory of Vrancea territory).



Natural risks



Vrancea County territory is one of the most active seismic areas in our country. The extent of earthquakes focal points emphasises the existence of two areas:

Area 1: The Vrâncioaia – Tulnici – Soveja area, where earthquakes occur at 80 – 160 km depths, caused by the curve of the Carpathian arch.

Area 2: In the plain region between Râmnicul Sarat, Marasesti and Tecuci occur low depths earthquakes.

The seismic activities, with the epicentre in the Vrancea area, have tectonic origin, caused by the movement of blocks of crust or of other superior parts of the layer, alongside of previously formed faults or

alongside of deep faults. Devastating earthquakes, with a magnitude between 7 and 8 degrees Richter occurred on the 8th of October 1620, the 9th of August 1679, the 12th of June 1701, the 13th of May 1738, the 6th of April 1790, the 26th of October 1802, in 1829, on the 28th of January 1838. In the 20th century the most significant events took place on the 25th of May 1925, the 10th of November 1940 with a 7,4 degrees magnitude destroying almost completely the city of Panciu, on the 4th of March 1977 with a magnitude of 7,2 degrees, on the 30th of August 1986 with a magnitude of 7 degrees, on the 30th and 31st of May 1990 with a magnitude of 6,9degrees respectively 6,4 degrees.

The risk factors analysis at the level of Adjud City should take into consideration the fact that the most important seismic area of Romania is in the Vrancea area.

Climate

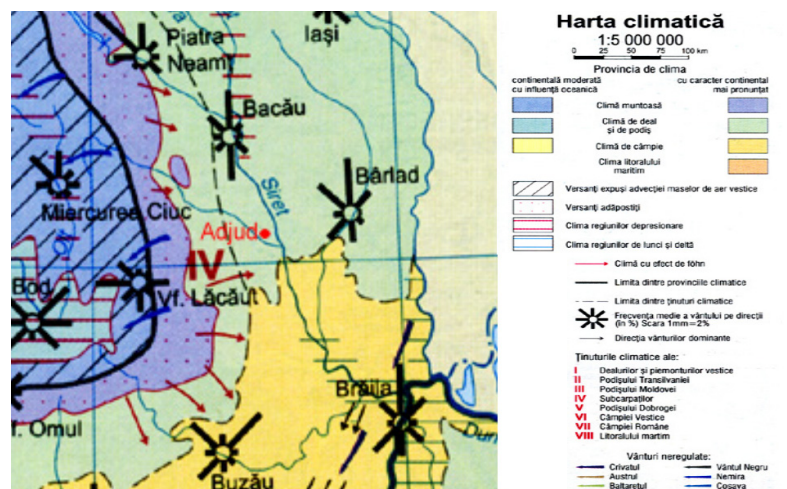
Being situated in the eastern region of Romania, in Vrancea County, Adjud has a temperate continental climate influenced by the shelter provided by the Curve Carpathians, with big temperatures variations.

The average temperature is around 9 ° Celsius, the maximum absolute registered temperature +42,3 °C (July 1990), and the minimum absolute temperature -33,7 °C (February 1987).

The precipitation volume exceeds 400 mm, the rainy months are May – July, and the dry ones December – February.

The number of snow days is around 20 per year.

The predominant winds in the entire seasons blow from the North – East, and the rare warm winds blow from the South, South – East.





Resources

Human Resources

Population



Adjud town has a population of 21,500 people and 11722 dwelling places. From an ethnical point of view, the structure is very compact. The inhabitants of the town are 95% Romanians, 2% Roma ethnics and 0.4% Germans and other nationalities.

The predominant religion is orthodox, followed by Roman Catholic religion and other cults.

Out of the stable population of Adjud, 10,100 are men and 10,400 women, including the constitutive localities. The local population has a density of 311 inhabitants per km².

The medium age of the population in Adjud and the constituent localities is 30.3 years for men and 32.6 for women, values which surpass the average in the country (32.0 years).

Labour force

In the economical-social field, Adjud labour force registered changes caused by factors characteristic to the transition period, such as professional and structural changes of the market economy, privatisation, and unemployment. The number of employed people has drastically been reduced from 10,968 people in 1990. Due to this, in the last years, a massive migration of the labour force from the local market to the western countries markets (especially Italy, Spain and Germany) can be noticed, a issue which may cause problems to the economy in particular and the development of the town in general.

Structure of active population	No. of people
Active population	8225
Unemployed	1401

The official number of unemployed people is slightly inaccurate due to the fact that it does not take into consideration the people working abroad and also the unemployed people that do not benefit from any state aid or have went over the period during which they were entitled to such a benefit.



Natural Resources

Adjud natural resources consist of the exploitation of the agricultural terrain within economical filed, the town having a total area of 3107 km² of arable land. Also, a major resource is represented by the forests in the region that amount to 452 km².



Economical-social development

There are a total of 390 companies in Adjud, out of which 64 are currently developing production activities and 344 economical activities. Regarding economic development, Adjud comes just after Focșani with regard to the polarization the greatest part of economic and human potential of the county.

Industry

Adjud has developed the handicraft activity, organized in small production units. Also the trade activity based on a large range of activities, especially linked to the phenomenon of privatization and the free initiative in the branch of business, leading to the growth of the number of the economic operators which in present represents a number of approximately 300.



Vrancart SA, a major paper producing company is located in Adjud. The other areas of activity in the town are confections and furniture industry. In March 2002, in Adjud there also existed the firms Somaco (sterilized cellular concrete), Mopan Prod (grist and bread), Sirtrot (industrial buildings), Mobiad (wood furniture) and other small private firms.



Agriculture

The agriculture is represented mainly by the growing of animals and small cultures.

The equipment used in agriculture is represented by 24 tractors, 4 harvesters, 24 ploughs, 24 harrows, 28 seeding machines and 24 trailers.

Commerce, services

The data provided shows that commerce and services activities have developed the most since 1990 in the detriment of production activities. A number of 344 companies out of the total 390 companies (which represents 88.2 of the total number of registered companies) are developing commercial and services activities.

A number of 5 major Romanian banks are represented in the town.



Tourism

From a tourist point of view, Adjud is placed in an area with a huge potential caused by the Romanian and international famous wine production area and also the close beautiful landscape, but mainly the inhabitants see the town as fit for transit cultural tourism. Unfortunately, this potential is not capitalized almost at all. Being situated in an intersection area of some important traffic roads, the town could develop as a base point for tourism in the county.

Adjud offers 175 lodging spaces and 2 households accredited for agro tourism.



Urbanism

The town has changed drastically during the communist era. Having a total number of 11722 households, the town has lost some of its old buildings which have been replaced by blocks of flats built according to communist standards. Yet, the presence of the gloomy grey of the blocks is balanced by the green spaces in the city and the houses surrounded by trees and gardens. Fortunately, new neighbourhoods are built in Adjud from public (ANL) and private funds. They help at extending the city and at giving it a modern aspect.

So far, the municipality has set as priorities the development of the infrastructure and the improvement of the water and gas networks.

Education

INDICATORS	2006
1. Educational units	16
• preschool	7
• primary school	7
• high schools	2
• private educational units	0
2. Students	3526
• kindergarten	404
• primary school	920
• secondary school	972
• high school	1230
3. Teachers	261
4. Number of students/teacher	13.5



Health

Adjud has a hospital with 150 spaces and a number of other 4 authorized medic's offices. The total number of ensured people is of 15484 that are currently being served by 42 doctors and 132 medium level medical staff.

A number of 6 pharmacies are currently developing activities in the town.

Social Assistance

In Adjud, social services are offered by the Social Assistance Public Service under the subordination of the Adjud Municipal Council.

Culture

The first cultural organization was founded in Adjud in 1919. It was called "Towards the Light" Cultural Centre and was aimed at "the founding of a public library for developing the literary taste, the forming of a choir, the organizing of sport games and trips etc. It ended its activity in 1923. A year later, Mihai Eminescu Cultural Club was founded and, until 1945, here took place sporadic cultural activities. In 1948, the Jewish community from the locality donated the building of its former school to the Nicolae Balcescu Cultural Club, transformed in 1954 in Cultural House. The present building of the cultural municipal House was inaugurated in 1965 which houses folkloric and theatre shows, exhibitions, symposiums, book launchings etc.

The first library was opened in 1923, by the members of the "Towards the Light" Cultural Club members. After 1948, the library became a public one. The present centre of the municipal Library was inaugurated in April 9th 1998 and today has a book fund of approximately 70,000 volumes.

In 1960 a Museum was founded with sections of history and natural sciences. Only after two years it was moved to Roman, in Adjud remaining only a museum point, in the end being suppressed, too. The present Mixed Museum was founded in April 6th 2000 and also includes exhibits referring at the past of the locality and of the area, presents the local flora and fauna.





Initial Analysis

The above information gives us rough idea about the current characteristics and situation in the City. The next step is to analyse the information and come up with workable solutions to the problems faced by the city. This is done first by looking at the internal capabilities of the city – as captured in the SWOT analysis (Strengths, weaknesses, opportunities and threats) and through analysis of the current trends:

SWOT Analysis

STRENGTHS	WEAKNESSES
• Geographical location (railways and roadways junction, located at the confluence of two rivers) • Area with agriculture potential • Area with rich cultural traditions and customs) • Area with trade tradition and handcrafts • Labour force with diversity of qualifications is available • European road E 85 • Developed banks networks • Existence of schools , high schools, close by university centres • Experience of the business environment • List of personalities • Developed trade	• Weak quality infrastructure; • Utilities out of date; • Roma population who remain unemployed is increasing • Lack of leisure facilities, shopping and entertainment centres • Lack of education, vocational training initiatives and wider access to IT communications • Lack of ecological waste plat and of collection points for recycle materials • City publicity and visibility • Weak industrial development • Lack of the city bypass • Increased local unemployment and increased migration of the population due to economic reasons • Lack of targeted social services based on medium and long term strategic approaches • Lack of variety of citizens advisory and community services encouraging community participation of all groups • Out of date technology including lack of new investments in technology modernisation and equipping in majority of the companies • Weak supervision and monitoring of construction works (e.g. increased cases of constructions build without permits) • Lack of short, medium and long term sectoral strategies e.g. for environment, tourism, economy, transport, etc. • Lack of Modern City Urban Master Plan • Poor road connectivity to/from cultural and historical heritage sites • Limited entertainment and cultural activities and facilities: • Lack of professional legal advisory services for citizens and companies • Lack of written procedures, materials and instructions for citizens regarding accessing and enjoying public services support (both electronically and in hard copy)



OPPORTUNITIES	THREATS
• Creating a zone with tourism and leisure potential • Development of transit tourism • Improving of the infrastructure and utilities • Integration of Roma people within community • Introducing recycling and environmentally clean technology for processing paper, plastic and wood • Existence of a potential leisure area in the Siret Valley • Implementation of the City Development Strategy for 2007 – 2013, through successful participation and utilising the co-funding opportunities provided by EU during 2007-2013, and through encouragement of private investments and public private partnerships • Investments made by Adjud citizens working abroad who return home • Development and modernisation of the agriculture sector • Setting up an agriculture central collection and distribution centre and development of a weekly agricultural trade fair • Strengthening the wood industry export	• Concurrence of the bigger neighbouring cities • Lack of interest of the Roma minority population in community activities • Environment issues • Population decreasing (e.g. continued migration of specialists and skilled labour force, migration of the young people in other EU States, etc.) • Slow introduction and application of the relevant enforcement mechanisms at local level for implementation of the EU acquis communitaires in particularly in areas affecting the local socio-economic development • Continued decline of transit tourism due to bad connectivity of Adjud with nearby E-85 motorway • Slow introduction of floods management and prevention programme (due to the fact that Adjud is located at junction of 2 rivers, the grazing area is in danger of floods) • Earthquakes • Difficulties in attracting direct investments for large infrastructure and socio-economic development projects;





Current Trends

Analysing the forces acting on the city of Adjud are selected out those forces that have the most impact.



For each of these forces, current trends in society that drive this force are identified and set out and how they interact with Adjud community. Some of these trends are important and some of these trends are highly variable. The analysis of the trends is indicative at this stage but together with the SWOT create conditions for justifiable selection of the City development priorities for the future. The model is applicable widely in Europe and comprises of initial selection of target sectors, identified through the Workshop with stakeholders.

Above listed trends, present systematic overview on current situation in Adjud across vital city sectors and segments of life. Together with the SWOT serve as a tool for initial identification of the main problems and for developing sectoral priorities aiming through continued sectoral in-depth analysis to tackle the problems and propose recommended strategic short term, medium term and long term interventions.

Tourism

- Infrastructure is developing very fast: accommodation (hotels and pensions), restaurants and fast food
- Alternative tourism forms are demanded by transients tourists

Economy and Investments

- Rapid Development of banks network
- New Residential Neighbourhoods (for youth families, people working abroad, citizens) are in different stages of construction
- Services sectors knows a rapid and extensive stage of development: opening of new supermarkets, real estate and tourism agencies, currency exchange offices auto services, gas stations, internet and rapid mail delivery
- Vrancart bought new technologies and makes efforts to meet the national environmental requirements before 1 January 2007
- Evidence of attempts for attracting external capital and initiated communication of the local companies with international partners
- Continued migration of the skilled workforce and young people
- Restructuring of the Railway company





- ## Politics

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Environment

-
- A close-up photograph of vibrant green grass blades reaching upwards against a clear, bright blue sky. The grass is in sharp focus, showing individual blades and their pointed tips. The lighting is bright, suggesting a sunny day.



Part 6 – Strategy Priority Sectors

The Adjuda Strategy 2007 -2013 presents integrated directions for sustainable development of the City, across ten Priorities Sectors. Priorities are selected on the basis of current existing needs and problems of the citizens and the City.

During the forthcoming years, interventions proposed under each priority will lead to re-construction of Adjuda into a modern European City characterised by individuals and organisations sharing the same Vision for the future. The interventions of each priority are deriving from evidence based assessment and screening of the actual situation, and to large extent are linked to priority measures and axis of the national and regional programmatic documents of the EU Programmes commencing in Romania on 1 January 2007. In this way, the Adjuda City Development Strategy 2007-2013 becomes foundation and drive engine for maximising Adjuda City participation into the EU Structural Funds Programmes, opening opportunities and prospects for both individuals and organisations, public, private and/or non-profit, to engage in partnerships among or with others regional and cross border entities and jointly contribute for the prosperity of the City. The importance of this document is that also contains priority policy directions linked to EU and national priorities, integrated into a cross sectoral framework with methodology currently used as best practice in programming the European policies and strategic plans. This will enable rich creativity for elaboration of spectrum of projects across various sectors for the future development of Adjuda, justified with strategic foundation based on European principles and dimensions, thus forming eligibility for funding under EU Programmes.



The priorities are presented in a following way:

1. **Current State of Play** – providing brief general information about the sector and in-depth analysis of the current situation with problem definition and diagnosis leading to conclusions regarding the main findings of the analysis in line with the problems identified and respective diagnosis established;

2. **Recommendations** – providing strategic directions for variety of project interventions and tailored actions that will contribute to the overall implementation of the Strategy operational objectives, strategic objectives and vision, regarding each priority sector of the Strategy. The recommendations for actions are developed with purpose to maximise Adjuda absorption capacity when applying for EU Structural Funds, but also for attracting other donors funds and private investments. The reference to national and regional programmatic documents for EU integration is also provided.

3. **Operational Objectives** – providing sectoral cohesion between the analysis and findings, proposed recommendations and operational activities for implementation. On the basis of the Priorities' recommendations, Annex 1 "Strategy Action Plan" provides details about all project interventions that will be implemented during the period 2007-2013, for each Priority sector of the City Strategy.

This methodology will also allow future coherent monitoring and evaluation about how each sector recommendations and related project interventions contribute to the overall implementation of the City Strategy, during the years, and at same time creates possibility for annual revisions and corrective actions towards achieving the Vision.



Urban Development

1. Current State of Play

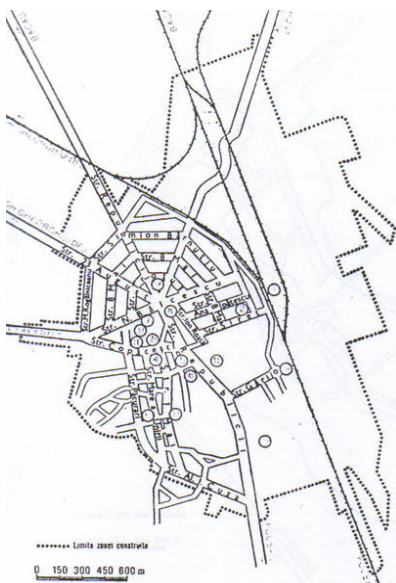
The position of the Adjud City right at the border between South East and North East Regions sets a strategic challenge to transform into an important inter-regional centre for tourism and leisure and logistics hub offering services for the whole retail market in the area.



In reference to the Strategic Objectives and Strategy Vision, the Priority “Urban Development” is an elementary one through which interventions for urban planning and modernisation of Adjud provide substance for the future urban growth and physical outlook of the City.

In line with international practices for sustainable growth, Adjud City will follow the following main principles of future urban growth and modernisation:

- Utilization of the regenerative potential of existing urban structures, i.e. maximizing the use of existing investments;
- Establishing a clearly defined and more cost-efficient framework for different phases of infrastructure development – new sewers, water lines, roads, etc. – to help guide development patterns and private-sector investment according to municipal priorities, yield better returns on public investment and minimize costs for private developers and the public.
- Establishing a democratic, flexible and interactive urban development process that adapts to future changing needs of city residents and the local economy through public consultations.



This approach will enable different Sectoral Priorities to incorporate targeted priority interventions, in line with the new proposed development concept for the City.

Today, Adjud City is formed by Adjud, Burcioaia, Adjudul Vechi and Siscani (neighbourhoods of Adjud). Further background information is provided in Section Context.

The town plan offers an agreeable reading; the streets are disposed in a radial orientation; the railway runs on the Eastern side and a highway to Suceava, between the rivers Trotus and Siret, will be probably built on the Western side. It is standing out the main street, part of European road E85, which crosses the City from South to North straight through the middle. This generates a lot of traffic including heavy traffic that creates noise, pollutes



and damages the city buildings outlook. More over, another main road, the National road 2A, is breaking from E85 straight into the middle of the City, generating also additional traffic. The crossroad position of Adjud, which under normal circumstances should create comparative advantage for the development of Adjud, currently is not utilised adequately. On contrary, creates enormous environmental problems for the City and have negative impact on the life of the citizens.

Aside of the urgent need for rehabilitation of number of buildings in the City centre (from the point of view of re-plastering, repainting,

decorating, etc.), there is also currently lack of uniform urban city furniture throughout the City (bin baskets, sits, street fences, telephone boxes, etc.). There is city furniture, but old and not uniformly and equitably spread around the City. This creates environmental problems, but also gives bad image to the visitors. There is also a lack of arranged city green areas and sport fields, parks and walking areas. Children and parents would prefer to have fenced and clean playgrounds, and comfortable conditions for sport activities and relaxation. Comparing with many other cities, Adjud lacks unitary street front, which as an issue has been recognised long time ago and the City Authorities are looking ahead to new urban master plan which will propose infrastructure and spatial solution for developing a central pedestrian area, with a city street front connected to a central square, with central parking spaces connected to exit routes to the other radial main streets and outskirt highways. These main ideas will inform the the new long term strategic Urban Master Plan for the City.

Adjud's Town Hall has a small urban department with 4 persons, but endowed with remarkable means: the department personnel have knowledge of use of specialised software and developed on their own a digital plan foundation. The current work of the department and the digital plan focuses on the Ciy central area. The work is well advanced and can serve

as a base for the design of the new urban master plan, incorporating a wider spatial vision and urbanisation. The integrated urban planning will include the city neighbourhoods and outskirt city areas that potentially can develop into zones of economic activity and tourism potentials for the City as a whole.





The main issues and problems characterising the urban sector in Adjud today can be summarised as follows:

- There is an urgent need for a new Urban Master Plan;
- The new City Hall building is still not unfinished since 1990;
- The Central area requires structured re-modernisation;
- There is a lack of pedestrian areas, marked parking spaces, green zones, parks, walking areas, children playgrounds, etc;
- The current football stadium is also not properly used and not regularly maintained, while the areas around have been abandoned for years;
- There is a lack of visible signs, adverts and promotional boards for main city attractions, historical sites, buildings, monuments, etc;
- The city central Public Library requires necessary refurbishment, modernisation and equipping;
- The city is cut by the main road and by the railway;
- New bridges and pedestrian over or under passes are required, besides the main need for a city bypass that will remove all heavy traffic from the city;
- Problems with the lack of water treatment station;
- Siscani, a village belonging to Adjud City has no water and sewage system;
- The discharge canal along the Siret needs refurbishment;
- The houses in the Jewish quarter are in a very bad shape and need urgent renovation; the Synagogue was demolished 40 years ago and it might require to be re-build or new one to be raised;
- There have been no projects to date, for preservation of the rich cultural and historical heritage in the city and surrounding city neighbourhoods;



The above list is detailed in the follow up priority sectoral sections (through analysis of the specific sectoral problems). At this stage only serves as an indicative list of the main city urban problems.

In respect to sustainability and mobility, the city has also significant environment and transport problems, i.e. waste management, old road infrastructure, damaged pavements, lack of visible and well displayed signs, lack of clearly marked parking areas, lack of easily accessible points to public buildings for people with disabilities, poor public transport



connectedness with surrounding neighbourhoods and local villages, lack of green and walking areas etc.

The City Authorities are also considering introducing and strictly enforcing local regulations for improvement of the aesthetics of the buildings (e.g. offices, shops, restaurants, etc.) operating within the central area of the City, in accordance to local minimum standards requirements.



The particular consideration will also be given to infrastructure investment projects for valorisation of the cultural and historical heritage of Adjud, which unfortunately has been left behind for many years. Adjud City is rich of culture and historical heritage (See Tourism & Cultural Heritage Priority) but lacks adequate infrastructure in place to facilitate tourism activities are the moment. For example, areas around most of historical and cultural sites are not yet urbanised and lack tourism services facilities (souvenir shops, parking spaces, cafes and restaurants, etc., while the roads towards these sites are without clear and visible signs and informative and promotional

adverts. The first impression is that the City is currently passive to promote its rich tourism offer and therefore the new Urban Master Plan should include infrastructure modernisation projects focussing on increased visibility of the cultural and tourism potentials.

This is proved by the fact that most of the travellers using the railway or motorways on the South - North and East –West corridors, rarely stop in Adjud. Very little transit tourist stop for break and overnight rest in Adjud, they simply pass through. There is no other justification why this is the case, rather than the fact that Adjud offers very little visibility towards others and has not developed services to attract visitors and transit tourist to experience hospitable stay, nice accommodation, wonderful domestic local food, to shop, or etc. The conclusion is that City Visibility and tourist offer is very poor at the moment. It is even poorer than it has been two centuries ago, when it was well known that our City was a regional commercial centre of Moldavia, with strong commercial activeness and trade links.

The above situation wouldn't have attracted that much attention during the work on the Strategy, if it was not for the discovered fact of the international tourism expert that Adjud was attested with large cultural and historical heritage and commercial activities in documents presenting Adjud 573 years ago (Source: web page: <http://www.cultura-net.ro>).

Further more, the description of Adjud in the 1936 Romanian Encyclopaedia gives us the following statement about the significance of its territorial position:

Adjud, an urban commune, situated in the hilly region of the county, 43 km. away from Adjud, 126 km. Far from Galati and 247 km. far from Bucharest. Railway station on the route Bucharest – Grigore Ghica Voda. Important railway junction. A railway track leads to Petru Rares, in Transylvania, along the Trotus valley.

Source: 1936 Romanian Encyclopaedia



2. Recommendations

Based on previous analysis, the following key recommendations are identified as important for the urban development of Adjud:

◆ Developing of Spatial Urban Vision for Adjud

The City of Adjud could become Regional Logistical Centre. The analysis and reference models have proved substantial opportunity for Adjud to achieve this, based on its geographical position, natural and environmental resources. As a Logistical Centre, Adjud can house many storage places and distribution companies. The main road that crosses the City should become the main boulevard of Adjud. The passing by traffic should be directed toward a new belt on the West side of the City with connections towards the centre not to lose the possible tourists or visitors. The central area could become city downtown area attracting private investments in leisure, shopping and tourist activities.

The natural beauties of Adjud and its neighbourhoods, as well as the rich history and cultural treasures, create premises for enhanced all year round tourism activities within Adjud. This could be achieved through developing new modern leisure tourist facilities (indoors and outdoors), and infrastructure and services welcoming transit and regular tourists, both national and international.

The creation of medium size services complex (including e.g. new amusement and leisure park for children and young people, new traditional shops and restaurants,) as well as creation of new Museums (e.g. New Jewish Museum, Railways Museum,) could significantly contribute to dynamic changes in Adjud looking ahead towards fast tourism industry growth. The introduction of clear sign posts well marked visiting sites and directions to City attractions, including investments in infrastructure rehabilitation, will enhance the City visibility, both locally and internationally.

National Development	Regional Development
SOP “Administrative Capacity Development” Key Area of Intervention 2.2 - Strengthen capacity for strategic management and action planning	Priority 8 “Urban regeneration” Key Area of Intervention 8.2. Support for small towns to develop new functions for the territory



◆ **Developing of a new Modern URBAN MASTER PLAN for New Adjara**

The Adjara new Urban Master Plan should be developed on the basis of the principles of the Strategy followed and underpinned by the urban concept of *sustainability* of the built-up space. This will enable the City vision to resist the test of time and the work to concentrate not only about if the things "will last long" but also if they "will last well" and be sustainable. The sustainability implies and leads to continuous long term prosperity and durability.

National Development	Regional Development
SOP "Administrative Capacity Development" Key Area of Intervention 2.2 - Strengthen capacity for strategic management and action planning	Priority 8 "Urban regeneration" Key Area of Intervention 8.2. Support for small towns to develop new functions for the territory

◆ **Create a balanced spatial structure that enhances opportunities for economic growth and social diversity**

Enhancement of the vitality of the city centre and promotion of availability of a steady supply of business and office space in appropriate locations that respond to market needs, including low-cost premises for small businesses, and promotion of flexible use of land, including mixed-use development through the provision of adequate parking and network of pedestrian zones.

National Development	Regional Development
SOP "Administrative Capacity Development" Key Area of Intervention 2.2 - Strengthen capacity for strategic management and action planning	Priority 8 "Urban regeneration" Key Area of Intervention 8.2. Support for small towns to develop new functions for the territory

◆ **Development and promotion of affordable housing and business premises in new urbanised residential areas and new business parks**

Adjara looks ahead to streamline the planning and building permit process, standardize procedures and establish a 'one-stop-shop' for interface with clients that handles all building permits, monitor the number and value of permits, and carries out start and completion surveys to evaluate completion times for reconstruction and new construction. Through a more efficient implementation of the regulatory constraints and timely approval and construction of new construction projects by private investors and ensuring adequate provision of infrastructure to service the new housing and also business premises developments in residential areas and business parks and incubators, Adjara will succeed to increase the overall supply of affordable housing, and increase labour and business mobility into the city.

National Development	Regional Development
SOP "Administrative Capacity Development" Key Area of Intervention 2.2 - Strengthen capacity for strategic management and action planning	Priority 8 "Urban regeneration" Key Area of Intervention 8.2. Support for small towns to develop new functions for the territory



◆ Construction of a Bypass that allows removing of heavy traffic from the City centre

The construction of the bypass will remove the heavy and the passing by traffic from the City centre of Adjud, resulting from traffic crossing the City through European road E85. The Bypass will enable vehicle transport to avoid passing through the city.

In addition, construction of two new connection roads to the bypass, with largely visible signs offering various services, will attract and bring tourists and visitors in visit of the City.

National Development	Regional Development
SOP Transport, Priority Axis 2: Modernizing and developing the national transport infrastructure Main field of intervention: 3.2.1.1 Modernizing and developing the national roads infrastructure	Priority 1 – “Developing the transport network at the regional level”

◆ Developing Comprehensive Operational Programme of Short, Medium and Long Term Interventions for Buildings Refurbishment in Adjud City

This programme will aim to achieve improvement of working and living conditions through:

- Modernisation of water supply and waste water infrastructure;
- Improvement of the energy consumption efficiency, including introduction of renewable sources of energy for heating and hot water (gas supply, windmills, solar systems, etc.);
- Introduction of internet fibre cable infrastructure;
- Replacement of the old electric cable infrastructure;
- Creation of disability access points;
- Rehabilitation of emergency exists and safety fences;
- Etc.

The design and the implementation of the interventions will be in several phases and clearly aligned with the New Adjud Urban Vision and the new Urban Master Plan. The integrated approach of the design will ensure eligibility with the co-funding opportunities envisage in the ROP.

National Development	Regional Development
ROP Priority Axis 5 “Urban sustainable development” Action: “Rehabilitation of built environment”	Priority 4 Creating new opportunities for sustainable economic growth and for raising the quality of life by developing the natural/ambient patrimony , and by promoting the environmental policy Intervention line 4.5 “Promotion of the use of unconventional energy and developing more efficient distribution and consumption systems.”



◆ **Developing Infrastructure Complex of Various Facilities nearby the new City bypass and in surrounding areas of the city**

This complex will include:

- ❖ Jewish History Museum;
- ❖ Thematic and/or Attraction Park (e.g. children entertainment attraction park, etc.);
- ❖ Large Moto-Welcome Services Centre (with petrol facilities, restaurants, leisure centre, shops selling traditional home made food, crafts, etc.);
- ❖ Open Parking Spaces, for light vehicles and buses, and for heavy vehicles.
- ❖ **Golf Course**
- ❖ Etc.

The complex will have good visibility, and connection with the City and the City bypass. The complex will also be connected to the Vrancea wine road.

National Development	Regional Development
ROP Priority Axis 5 “Urban sustainable development” – “Developing the business environment” - Support for developing the infrastructure needed by businesses (business parks, logistical centres, etc).	Priority 2 – “Creating favourable conditions for the development of investments environment” Actions: - Creating and developing infrastructures for incubators and other business centers - Tourism infrastructures of regional interest

Summary Conclusion:

The proposed recommendations envisage investments of larger scale, and their implementation require preliminary design, pre-feasibility and feasibility study, environmental impact assessment, detailed design and cost benefit analysis. They will be included in the new Urban Master Plan, together with all additional facilities relevant for their functions and for use by the citizens (e.g. lightening, electric and cable infrastructure, water supply and drainage system, disability access points, safety gates and fences, emergency exits, safety equipment, visibly displayed use and safety instructions, etc.).

3. Operational Objectives

- Objective 1:** To establish foundations for long term planned and sustainable urban regeneration and urban modernisation of Adjud.
- Objective 2:** To reduce the traffic congestion, pollution, wastefulness and environmental degradation.
- Objective 3:** To create favourable urban infrastructure conditions for increased economic and tourism activities in Adjud.
- Objective 4:** To increase the visibility of Adjud City, both nationally and internationally.



Transport

1. Current State of Play



The importance of Adjud as an important hub on the E85 route to and from Moldova and Ukraine can clearly be seen. Adjud is also a potential logistics hub on the cross route from the port of Constanta to North East and to Central and North Regions (via Brasov). This key geographical/ location aspect should be considered in terms of developing/sitting/ clustering of the regional warehousing and logistics industries (elaborated under Strategy Priority “Economy”).

In summary, there are five identified principal problems in the roads sub-sector in Adjud:

1. The quality of the City roads is poor, and majority of city roads are with inadequate capacity to and require urgent rehabilitation;
2. There is a high rate of vehicle crashes as consequence of poor traffic safety measures;
3. The traffic management system is old and require modernisation;
4. There is shortage of public financial resources for maintenance of the road network; and
5. There is a lack of private sector operators involvement in transport services planning, management and transport infrastructure maintenance.

The diagnosis undertaken has been based upon a review of the materials and policy statements included within the ROP and Transport SOP, the analyses of the completed questionnaire/datasets from the City, in combination with the results of the interviews and discussions conducted with experts during their site visits to Adjud regarding assessing the transport related infrastructure problems and needs.

The following areas are considered as vital for the transport sector of Adjud modernisation:

Coordination of Infrastructure Investments

One of the key aspects identified in Adjud is the need to coordinate infrastructure investments in roads rehabilitation, sewerage system modernisation, introduction of gas, and introduction of modern European transport services management.

The City of Adjud has long years valuable experience in international and EU funded infrastructure projects, and this experience is very important starting point for developing projects for transport sector modernisation within the future EU financial instruments. Some major transport issues (e.g. new parking spaces, taxis stations, roads capacity increase and asphaltting, new bridges, underpasses and bypasses constructions, securing fast and efficient public bus transport, etc.) must be part of the new Master Urban Plan and also costed and detailed in the future Transport sectoral strategy Operational Programme.





Rehabilitation Programme for Paving the City Roads



New Adjud needs better roads between the residential neighbourhoods (former villages) and its downtown area. The roads rehabilitation programme should also include neighbourhoods/villages that are part of Adjud as administration. In residential areas, there is also a need to consider design of parking areas.

Majority of the roads in Adjud have been developed in different stages and according to different forecasts of traffic development. However, during last few years, with the boost of economic and transport sector activities, Adjud is facing an increased traffic index and the current road network does not respond

properly to the increased volume of traffic passing through Adjud. In addition, the ageing or degradation degree of the asphalt and the support layer, caused by the frost – defrost phenomenon, causes additional safe traffic conditions related problems.

The rehabilitation programme will closely consider use of quality technologically advanced materials in the reconstruction and rehabilitation of the Adjud roads infrastructure. The rehabilitation programme will also include paving the city roads, block paving the parking areas and will closely follow the recommendations of the new Master Urban Plan.

Traffic Management

Another important aspects identified by the Strategy Development Group is the need to undertake an enhanced programme of traffic management. In a nutshell, the work should include:

- Introduction of Traffic light intersections at key locations;
- Creating “one way streets” in some parts of the City;
- Supervising the traffic flow with cameras and monitoring the most important intersections in town;
- Modernizing road guides and the traffic signs;
- Signalling all pedestrian crossings optically and acoustically;
- Modernizing the existing traffic lights.

A very important pre-condition for sustainable improvement of this situation is the development of a traffic study for Adjud City, with long term forecasts covering the period until 2025-2030.

The second important element is the parking. The parking lots in Adjud are of variable size, and are usually placed in the near vicinity of living quarters. Their current sizing is based on urbanism standards dated before 1989, when needed parking space areas were calculated based on number of inhabitants. There are no currently pay and display parking areas in the central zone. However, with the increased volume of traffic during the last years and in light of Adjud City vision, consideration should also be given to construction of off-street parking lots in the central area, including introduction of streets traffic fee on key central roads.





This consideration aims to create basis for solving the parking problems in the City on long term. However, a feasibility study should be undertaken to explore different scenario models.



Also, a new sectoral strategy for transport, which among other things will also look at the freight traffic on by-passing routes and consequently propose creation of new streets (including one way streets) in the City and roads to tourist site attractions.

Also, is highly recommendable a development of a new sectoral strategy for transport, that among other things should identify new parking spaces in unused areas of the City of Adjud public domain, possibility for in order to decongest the traffic on the main streets and create a continuous traffic flux. This strategy should also look at the

freight traffic on by-passing routes and consequently propose creation of new streets (and even one way streets) in the City.

Traffic Safety

The road accident problems marked increase in Adjud during the last few years was due to increased volume of transit traffic through the City. The City authorities are highly promoting the construction of an outer urban bypass project, as a mean to divert the current large volume of transit traffic through the city. This project should follow the directions of the new Master Urban Plan for Adjud, include development of new roads entrance points towards the City and its residential areas, and ensure that Adjud City will remain well connected to the new bypass.

The construction of the baypass

The construction of the new bypass and the access roads to/from the City, its residential areas and tourist sites, should also incorporate safety measures. Therefore, the City Hall is considering development of a road safety plan, as part of the new transport sector strategy for the City.



Urban Transport Services

There is an urgent need for introduction of public bus transport system in Adjud. Aside of few transit bus operations, connecting Adjud with other cities in Vramcea, there is currently no city public bus system within Adjud, and a very poor public transport connectivity between pthe City centre, the residential neighbourhoods and nearby villages, some situated very far away. There is also no bus service for the schools.

2. Recommendations

As a result of the interviews with key local stakeholders, in-depth discussions with local public transport company and transport department, and following specific site visits and analysis of the questionnaire returns, the following recommendations are proposed for developing interventions in the transport sub-sector for the period 2007-2013:



◆ Conduction of Transportation and Traffic Research and other relevant Studies

Preparation of Transportation Study, that will inform the new Urban Master Plan, regarding issues that focus on growth, delimitation of the main growth and transport sector development areas, *structural* transportation elements such as defining the zoning/Right-of-Way (ROW) requirements for a ‘Outer Ring’ (bypass) road, definition of a functional urban road hierarchy, and connectedness to terminal facilities, distribution logistics centre, etc. The transportation study should also include detailed area development plans (including Transportation components such as roads, off-street-parking parking areas, etc.). Findings of the Traffic study will be beneficial for introduction of modern traffic management techniques in the City of Adjud, on short, medium and long term, within the framework of the new Master Urban Plan.

Other key supplementary local Transport research and feasibility studies will include:

- ‘Through-Traffic’ Speed survey;
- Feasibility study (including environment impact assessment) for introduction of public urban transport services and school bus services; and
- Market study and business plan regarding the profitability and economic benefits of taking transport sector modernisation programmes and actions, on short, medium and long term.
- Pre-feasibility and feasibility study, and business plan, for rehabilitation of the Adjud City old military airport, into low airport for use by private jets and small tourist charter planes.

National Development	Regional Development
SOP “Administrative Capacity Development” Key Area of Intervention 2.2 - Strengthen capacity for strategic management and action planning	Priority 8 “Urban regeneration” Key Area of Intervention 8.2. Support for small towns to develop new functions for the territory

◆ Design and Implementation of Hard Infrastructure Projects Operational Programme

The hard infrastructure operational programme will include projects such as:

- New Bypass
- Infrastructure improvements and paving the city roads which needs urgent interventions
- Bridges, roundabouts, new secondary roads and related supporting infrastructure for enhanced interconnectedness within the City and for connecting the City with rural areas and neighbourhoods that will become part of New Adjud;
- New roads and supporting infrastructure for enhanced interconnectedness of the City with surrounding historical; and
- Open field parking spaces;

National Development	Regional Development
ROP–Priority Axis 1. “Bettering the local and regional infrastructure” „Rehabilitation and modernization of the urban local roads network”	Priority 1: Development of regional transport network Intervention line 1.3 „Modernisation of access to rural areas” and 1.4 „Raising the mobility in urban areas”



◆ Developing structures of Public-private partnership in the transport sector at local level

Creation of local transport system based on clearly defined and separated roles of the local transport regulatory body, local inspectorate and service provider agencies. The idea is to use the model of public-private partnership between the local authorities and service providers. For example, the maintenance of the rehabilitated road infrastructure and the maintenance of the traffic signals equipment within Adjud and its neighbourhoods, to be commissioned to private operator, on competitive public tender.

National Development	Regional Development
-	-

◆ Improvement and modernisation of traffic safety

This will include:

- Replacement of the existing old and non visible traffic lights and signs with new modern and visible according to the coordinated programme for City furniture modernisation, as part of the urban planning and modernisation priorities; and
- Introduction of road safety measures (based on detailed assessment of the traffic accident records assessment) e.g. introduction of chevrons, road signs and or possibly rumble strips on all entrances to the City.

National Development	Regional Development
ROP Priority Axis 5 “Urban sustainable development”	Priority 8 “Urban regeneration” Key Area of Intervention 8.2. Actions for urban regeneration and the development of rare services

3. Operational Objectives

- Objective 1:** To rehabilitate the main city roads, parking areas, cross roads and intersections and improve the overall road infrastructure within Adjud;
- Objective 2:** To ensure visible and efficient connectedness between Adjud city and its touristic potentials, and the new city bypass;
- Objective 3:** To improve the traffic management efficiency, increase safety, and reduce the traffic congestion in the city central area.
- Objective 4:** To establish favourable incentives for large increase of the level of private investments in the transport sector across feasible projects on principles on concession, and implement various transport related maintenance programme based on private-public partnership model.



Economy

1. Current State of Play



During the work on the development of the City Strategy, the Strategic Development Group faced the situation that no statistics (or very few) are available on the SME sector in Adjud, and as a result, no precise information on breakdown per sectors / sub-sectors of activity, number of companies, revenue level, growth rates, export volume etc. is available.

The creation of private companies started in 1989 following the revolution. Today, the SME sector is characterised with 90% micro-enterprises employing from 1 to 9 employees, mainly active in trading and services activities. There are also a few production companies and also few big enterprises. The

railway industry and Vrancart SA (the paper producer), are important sources of employment.

The main trade activities are mini food markets, garment shops etc. while the services companies comprise construction services companies, restaurants and hotels, travel agencies, beauty salons, internet cafes etc.



The construction sector used to be strong in terms of skilled labour, however, many of these people have moved to higher paying countries (Spain and Italy). As a result, the level of activity of the construction sector has decreased and people working in the industry have moved to trade and commerce.

In terms of industrial sector, the most active one is the furniture industry.

Wood processing comes next in terms of industrial activity. Adjud has a good forest area and the wood coming from it is exploited. The wood is mainly sold as processed timber, although it is also used for window and door frames.

The City Hall of Adjud has experience in EU projects and there is capacity to develop further by benefiting from EU funds which will contribute to the city's economic life. However, from the conducted surveys, it became evident that a big number of companies in Adjud are not well aware of the implications of EU accession and about the requirements on SMEs. For example, many of them lack understanding about EU competition policy, and also they have not undertaken initiatives for meeting the EU requirements for environmental, health, safety and hygienic standards within the working premises.





The main characteristics of Adjud economy can be viewed as follows:

Entrepreneurship

Entrepreneurial spirit is strong in Adjud. Also, the number of new SMEs is also increasing every year. The businessmen in Adjud are pro-active: they generate and practice new ideas locally by following good examples from other EU countries, or they create business upon their skills from family traditions. However, the main problem among Adjud business people is the current lack of application of business management practice in day to day operations, including strategic planning for the business growth beyond local boundaries. The exemption of this is Vrancart and few other furniture factories that successfully trade on the national market. During the Strategy work, majority of the Adjud businessmen confirmed that they did not do a feasibility study or business plan prior to setting up their companies and no institutions were reported to offer such services. This demonstrates that management business culture is not associated with evidence based approach for setting up and operating businesses within Adjud.



On the other hand, the education level of entrepreneurs varies from lower to higher, and the age bracket is normally between young to middle age.

Business Management Capabilities

In Adjud, a large share of SMEs is family owned – with a smaller share having various unrelated partners.

Based on answers to the questionnaire, there seems to be a consensus in the nature of existing managerial styles. All respondents believe that the management capability in SMEs is low and that there is a need for change and introducing more structured approach to business development.



Access to Finance

Generally in Adjud, entrepreneurs set up their businesses by investing their own sources of finance (savings or proceeds from personal assets). Access to finance is usually needed later on when companies are seeking to expand and grow. However, barriers for accessing external funds (both administrative and legal) have also been reported as bottleneck for fast business development. The Banks are also demanding for collateral coverage, thus conditioning the access to the loans and make it unattractive and inaccessible to small businesses and starts up.

Also, most of Adjud companies are not parting with strong national and international partners and they have poor access to various national and international investment opportunities.



Access to Research and Innovation Opportunities



Currently, there are no business incubators, technological parks, business centres etc. within Adjud and Vrancea County. The existence of these types of centres has proved to be very beneficial for other cities in Romania. The local authorities in Adjud, but also the businessmen interviewed during the work on the Strategy, confirmed that creation of such centres will strengthen the economic activities in the city and attract foreign investments in the City. They also confirmed that having access to local research and innovation centre will be highly beneficial for them in terms of developing projects aiming to technological modernisation and increased quality of their products for exporting to EU markets.

In addition, majority of companies in Adjud have IT equipment and a network, but they do not use this equipment to its full potential. Computers are mostly used for accountancy purposes, internet search, emails etc., but not really for business operations in the production processes and for online trade and marketing.

Cooperation Projects and Readiness to Cooperate

The SMEs in Adjud are well aware that strengthening the cooperation between them and with other national and international partners will open new markets and opportunities. They are also aware that development of joint projects will be of less investment cost for individual entities. However, the cooperation in joint projects is still on very low scale. One reason for this could be the trust in the stability of the new partnerships. Partnerships between business actors for joint initiatives are underdeveloped and in many cases entering in local partnerships is still seen as a threat for losing control on the market. This is also partly due to lack of confidence in the legal protection and intellectual property of the business ideas and models. Individual businesses are also not clustered and creative to partner and enable joint initiatives for undertaking investments aiming towards wider environmental protection of the area through introducing new technology and equipment that can be shared among the partners. Currently, there are also no intermediate services in Adjud for stimulating and facilitating cooperation and business partnerships, while ensuring secure implementation and business cooperation of the partnership ventures.





Human Resources

Many SME owners/managers in Adjud also reported that they have experienced difficulties to find skilled labour. This is also due to the fact of high migration of skilled labour force and also due to the fact that there are no vocational training centres in Adjud nor in the near neighbourhoods within the County (more information on this subject are provided in the Section: Education and Vocational Training). Also, many young people, after finishing the education, are also seeking employment opportunities in other bigger cities in absence of diversified long term local employment opportunities.

SME Support Organizations

The Adjud City Hall has implemented EU funded projects which are not related with SMEs. The City needs better SME support infrastructure with local economy chamber of commerce and industry and other kind of business support organisations and associations. Existing organizations are not responding to the needs of SMEs and the capacity of these organizations is not sufficient if order to be effective.

Company establishment

Majority of the entrepreneurs reported to have encountered difficulties during the legal establishment of their enterprises due to high bureaucracy but also due to lack of know how about the procedures and legal requirements for business set up, in particularly in some sectors which are regulated with more stricter rules and procedures (e.g. food, transport, wood processing, etc.).



Other issues raised by SMEs

Respondents to interviews emphasised that there are several key constraints in the day to day economic activities in the City, namely:

- Underdeveloped transportation and logistics services
- Lack of competitive low cost IT service providers
- Lack of business support facilities
- Lack of access to local research and innovation centres
- Lack of organised promotion of Adjud SMEs potentials and opportunities nationally and abroad;
- Poor information about new business opportunities encouraged by donor projects.



2. Recommendations

The opportunities arising with Romania's accession into EU provide foundations to base the strategic approach for modernisation and strengthening the SMEs sector of Adjud.

◆ Strengthening the Entrepreneurship and Business Management Culture in Adjud

This priority aims to strengthen the entrepreneurship in Adjud by promoting the use and application of new business management, financial management and marketing practices in the SMEs in Adjud. This will include activities for promoting awareness about the financial and operational benefits of the application of the business planning and management practices, human resources management, employees training and prequalification, etc. The promotion of business planning and management concepts will primarily focus and target the businessmen in the first stage, and in second stage the new and future entrepreneurs, including youth and women. The strengthening of the entrepreneurship culture among young people will aim to create sustainable premises for long term professional business climate in the city.

National Development	Regional Development
SOP HRD Priority Axis 1: Education and initial quality professional training for the support of economic growth and employment Project category: developing of curricular and extra curricular activities for developing the entrepreneurial spirit and culture and education for an active citizenship.	Priority 3: Creating the premises for a flexible labour market Developing the entrepreneurial culture within the curricular and extracurricular activities in the pre-university and university education in partnership with business environment

◆ Priority Sectors Clustering and Strengthening of their Added Value Potential

The priority aims to develop a cluster based support programme to key vital sectors components. This programme should focus on development of support services for businesses in terms of supporting efficiency, competitiveness, restructuring, environmental compliance, marketing, financial aids for initial investments etc. The programme will also include setting up vocational training centres, within the framework of the Education and Vocational Education and Training City Strategy.

Preliminarily support to wood furniture production sector and logistics are recommended. These sectors are already present in Adjud and they form a strong base for strengthening of their added value potentials.

National Development	Regional Development
Priority Axis 3: „Support for the development of local and regional business environment” 3.1. ”The development of business support structures”	Priority 2: Creating favorable conditions for the development of investments environment Intervention line 2.2 : Support services for SMEs



◆ Development of Specialised Advisory Services for Existing SMEs and new Starts-up

This priority recommendation aims to achieve organised legal and administrative support of the SMEs, through development of tailored-made information packages, and advisory and training services to SMEs managers and owners. The recommendation also envisage conducting an audit of the regulatory framework enforcement that directly affects the business community and use of the audit outcome for developing proposals to simplify and streamline the rules in place for reducing the administrative barriers for the start up operations of businesses including SMEs, the obtaining of permits, and the requirements for investment upgrades in infrastructure. In wider terms, the legal and administrative support will also include internationalisation of Adjud SMEs and facilitating their participation in trade and exhibition shows, investment forums and fairs, and conferences abroad.

National Development	Regional Development
Priority Axis 3: „Support for the development of local and regional business environment”	Priority 2: Creating favorable conditions for the development of investments environment
3.1. ”The development of business support structures”	Intervention line 2.2 : Support services for SMEs

◆ Development of Economic Development Strategy for Adjud

The Strategy will:

- create strategic directions for the growth and prospects of the economy of Adjud;
- initiate development and creation of strong SME support network;
- enhance the institutional capacity of the relevant public organisations for more effective and efficient support and assistance to the growth of the local SMEs and Investors in Adjud. On long term this should lead to creation of one-stop-shop operating for obtaining all needed relevant documents for creation of new SMEs and joint ventures;
- explore and investigate all the available finance opportunities (national and international) and their associated financial instruments and prepare clear instructions about the steps and procedures for access and use of these financial instruments (e.g. flexible collateral requirements, commission rates, seed capital, microfinance etc);
- set out structured coordination arrangements for establishment of an economic development team, under the Mayor’s leadership, to build stronger relationships locally with central government authorities and European and other international institutions; and
- Undertake feasibility studies to look at business incentives and future growth and identify alternatives for SME support and assess future growth clusters that will include retail, transport and communications, business and financial services, as part of the overall economic regeneration in the City.

National Development	Regional Development
Priority Axis 3: „Support for the development of local and regional business environment”	Priority 2: Creating favorable conditions for the development of investments environment
3.1. ”The development of business support structures”	Intervention line 2.2 : Support services for SMEs



◆ **Design and Implementation of City economy marketing program targeting primarily national and international investors**

The program will provide information about business and real estate investment opportunities and promote business parks in an effort to expand new technological developments and investments that would foster the development of local SMEs. Branch-specific web pages for the public will be also available. In addition, the programme will also aim to foster research and industries and commercial partnerships and create foundations to attract knowledge-based industries capitalizing on existing R&D capacity.

National Development

Regional Development

Priority Axis 3: „Support for the development of local and regional business environment”

Priority 2: Creating favorable conditions for the development of investments environment

3.1. ”The development of business support structures”

Intervention line 2.2 : Support services for SMEs

3. Operational Objectives

- Objective 1:** To and strengthen the City administration’s support and create favourable conditions for medium term sustainable business growth and economic regeneration of Adjud City
- Objective 2:** To establish business support infrastructure and services for attracting new investments aiming towards broadening and enlarging the economic base targeting growth sectors
- Objective 3:** To set directions for internationalisation and opening of the local economy towards strategic national and international partners
- Objective 4:** To strengthen the local entrepreneurship culture and managerial capacities of the local business actors to respond positively to the new opportunities and challenges arising from the country integration in the EU common market.



Tourism

1. Current State of Play



The development of the tourism sector of Adjud is considered as one of the key strategic priorities for the future economic and cultural activities in the city. From this point of view, the analysis takes into consideration the following:

- Characteristics of the Available Resources for Tourism Development; and
- Characteristics of the Tourism Sector situation at present moment.

Characteristics of the Available Resources for Tourism Development

Adjud City is extraordinary rich of tourism resources (natural environmental resources, monuments, museums). To ensure full presentation of the City resources, they are grouped in systematic order by using the UNESCO standards of classification:

Natural Resources

The category of natural resources includes the national or provincial parks, forests, gardens, rivers, waterfalls and mountains within and around Adjud City. They are:

■ Adjud Municipal Park

The Adjud Municipal Park is the main promenade place of the city, having a large surface of 3,5 ha. This Park belongs to the Lahovary domain, as part of the residence of the noblemen. This Park has different species of trees, and it has benches, tables for chess and also proper lighting, but requires re-arrangement which will include alley consolidation, planting new trees and bushes, and re-arranging the artesian well with beneficial environmental impact.



■ The Silver Lake (Bocsani area)

The Silver Lake is situated east of Adjud, close to the River's meadow of Siret, in a natural area, surrounded by full vegetation. It is not a big lake, but in the summer season the lake is visited by people for picnic and relaxation. The access road to the lake's area requires rehabilitation, also the overall area requires cleaning and development of food and drinks supply services for visitors, public toilettes, children play areas, sport area and walking and cycling areas.



■ Public pond (Tabacari swamp)

Tabacari swamp area is located near the Trotus River, at west side of Adjud. Many years ago, there was a fish pond there where the citizens of Adjud were coming for fishing. It requires rehabilitation, especially because of the floods since the spring of 2005, including development of an attractive sport fishing site. It also requires embankment of the Trotus River in order to prevent future over flows.



■ Trotus Bridge area (near the “Corner of Heaven”)

Trotus Bridge area is located near the European road E-85, on both sides of the Trotus River, in a picturesque riverside area. People are coming here in the summer to rest, to picnic and practise open-air sports (ball sports), and also to fish. It requires development of a beach-side area around the riverside, and rehabilitation of the sport playgrounds including creating support services and facilities for fishing.

■ Burcioaia pleasure area

The Burcioaia area is 5 km south of Adjud, situated at River’s Meadow of Siret, but close to the junction with Trotus River. This is a very beautiful rustic area, which can be re-arranged for picnics and recreation, for family and group tourist visits

■ River’s Meadow of Siret and Trotus

The fact that Adjud is situated at the junction of these two rivers, Trotus and Siret, makes this an area with a beautiful natural environment. The climate is temperate continental, corresponding to a location situated at 46.10⁰N north latitude and 27.17⁰E east longitude, with annual temperatures of 8 – 10 degrees. The vegetation is composed of willow and poplar riverside coppice, with a rare number of oaks, and the grass is full of medicinal herbs, such as cowslip, primrose, mullein, swallow world gentian, hawk bit, dandelion, harvest mite and sloe tree on lawns. The fauna is made up of important species such as wild boar, deer, foxes, squirrels, field rabbits, and birds including wood-pecker, cuckoo, blackbird, ouzel, woodlark and stork. Here hunting activities could be organised. Also the area requires some re-arrangements in order to attract citizens and visiting tourists for traditional barbeque picnics, without however damaging the environment.

Monuments

The category of monuments includes churches, old buildings, old streets, manor houses, castles, Museums, etc., within Adjud and around.

■ Religious buildings

- ▶ Eight orthodox churches (5 in Adjud and 3 in nearby villages: Adjudu Vechi, Siscani, Burcioaia)
- ▶ One Roman-Catholic church
- ▶ An orthodox church based on old rituals
- ▶ Holy places of Jehovah’s Witnesses, Pentecostals, Adventists, penitents, etc.

Most of the inhabitants are orthodox (80%), but only two worship locales are of any age (St. Nicholas Church XVIIIth century and Assumption of the Virgin –





beginning of XIXth century); the others were built recently with private citizens' contributions.

■ *Ancient/old sites*

- ▶ IC3 Monteoru Bronze Age settlement (Urechesti road): apparently this and also some other ancient sites are not in a physical state to receive visitors
- ▶ Bronze Age settlement (Monteoru 2nd a and b phase)
- ▶ Medieval settlement (Al. I Cuza Street)
- ▶ Bronze Age (Monteoru culture) settlement (Izlaz Street)
- ▶ Bronze Age (IC3 Monteoru culture) settlement (east Adjud: Vechi at Lutarie point)
- ▶ XVIIth century settlement (Lutarie-Adjudu-Vechi village)
- ▶ Bronze Age (Monteoru culture first and second phase) settlement (Adjud Vechi village at Izlaz point)

The archaeological discoveries are not marked and can't be identified without assistance of experts specialised in history or archaeology. It requires rehabilitation because of the flooding.



■ *Architectural/monumental heritage*

- ▶ City Hall (early XIXth century – V. Alecsandri Street)

The old city hall building (at present this a building of Tax and Excise Department), is officially listed as an historical monument, and was built in 1926. A rehabilitation project of the building is on going at the moment, financed by the World Bank.



- ▶ Romanian and Russian Heroes' Monument (1916 – 1919)

The monument is placed in the middle of the city's cemetery and was built in remembrance of the heroes that were killed in the First World War. The battles at Marasti, Marasesti and Oituz are well known in history. The Romanian soldiers were brave and their motto was "The Shall Not Pass".

- ▶ Memorial Plaque (1916-1921, Luminina Cultural Society)

The first cultural organisation was established in 1919 and it was called "Towards the Light" Cultural Society. Its statute had certain priority objectives, such as setting up a public library to improve the literary taste, to form a choir, organizing sports/games and trips. Its activity ended in 1923, but a year later was established the Mihai Eminescu Cultural Centre. In 1948, the Jewish community from Adjud donated the building of a former school, establishing here the Nicolae Balcescu Cultural Centre, changed in 1954 to Cultural Centre, now existing as the main site of the municipal Cultural Centre, inaugurated in 1965. It permanently hosts theatre plays, folklore shows, exhibitions, symposiums, book releases, etc.

- ▶ Old locomotive at the Adjud railway depot

The construction of the railway over the Siret River in 1872, and afterwards, since 1884, its branching out to Targu Ocna, required the building of a Roundhouse at the end of XIX



century (inaugurated on 22 June 1884, on a surface of 25 ha, situated at the east side of Adjud railway station). Inside the Roundhouse, there is still kept an old steam locomotive, manufactured in 1955 at Resita; and also, a memorial plaque in memory of the railway worker strikes of 1929 – 1930, and one with all the Roundhouse chiefs from the beginning until now.

■ **Museums:**

- ▶ The History and Natural Science Museum situated in the centre of the city has an exhibition about fauna and flora aspects that are in the city and its vicinity, closely related with the physical – geographical conditions but also shows current problems about the change of the environment of the region and its protection. It is open daily. The museum has an important role for the schools but it is also a way for entertainment. Everything in there: the glass cases, the diorama glass cases, the graphics presented in the shows, the biological and ecological problems, as well as the concerns to save the environment, all wishes to present the flora and fauna from the environment.

A problem at the Museum as concerns foreign visitors is that the labelling and information are only provided in Romanian or Latin.



Performing arts (folk and classical)

- The City Library represents an attraction and an information point about the folk traditions of the city. The library represents also a rich database with 100.000 books kept in its archive.
- One of the main attractions of “living culture” is the weekly fair (that starts each Friday of the week) – and serves thousands of persons from Bacau and Adjud, Tecuci, Onesti and Brasov.
- The annual fair, which takes place on the 6th of August also represents an important tradition of the city, and a holiday for all its inhabitants. It is a joyful event with traditional music and dancing in addition to commercial activity.
- Harvest Holiday takes place on the 26th of October; it is celebrated on the day of Saint Dumitru’s (the Holy Guardian of the City). The celebration includes traditional food, wine, music and dancing.

Sports / adventure Activities

- The city encourages youth sport activities such as: football (Adjud is represented by a team in a subordinate division), handball (represented by the junior and senior men’s and women’s teams CSM Adjud), and judo (these sports are well represented at the national level – proof is the prizes received by local sportsmen).





- Adjud is also equipped with two tennis courts, and the city stadium is fitted out with an athletic track where sportsmen from the Adjud Sport Club practise for the county and national competitions.
- The authorities wish to set up a golf course and a skating rink/ swimming pool.

In the countryside around Adjud

- Near Adjud City (in Ploscuțeni village, approximately 15 km) there is a convent of nuns called Sihastru Monastery of Apostol and Pavel Saints. It was founded in 1474 and has a museum collection of icons, old books and worship objects. Tourists accommodation and food can be provided, and the nuns and others living there know several Western European languages. The convent receives about one thousand tourists a year of whom about 10% are foreigners.
- North-west near Onesti city there is Borzesti, a church founded by Stefan cel Mare as well as a stone bridge over the Trotus River built in XVth century. Here also can be found the legendary oak tree from the time when Stefan cel Mare ruled over Moldavia.
- Eight km from Adjud, in Domnesti village, at the point called "La Arin" pottery objects were identified as indicating the existence of a rich Carpathian settlement, and at "Pe curte" one can see pottery objects from the Geto – Dacic epoch, the Carpathian culture and the feudal era. In the same village there is a church built 1661 – 1664 by Eustratie Voda Dabija. (Moldavian Lord.).
- Ruginesti Village is 10 km south-west from Adjud, and it is sited on a prehistoric settlement, first mentioned in the XIVth century. The small church from the old hermitage of the Calugaresc Forest is very old, and it was probably built before 1673, because in that year Teodor Dubecki dedicated his estate to the hermitage. The school dates from 1869.
- To the south-west, 15 km from Adjud is Paunesti village, with Saint George Church founded in 1865. In the centre of the village there is a monument to the heroes from the Independence War against the Ottomans (1877-1878), opened on 21st of June 1909 by the inhabitants from Paunesti. The village also boasts good wine.



- Twenty-five km from Adjud, in the town of Marasesti there is an impressive Mausoleum built 1923-1924 in the honour of heroes killed in the First World War. Here was first said: "This way you cannot pass". The Mausoleum praises the heroism of those who fought on these lands, and every year on the 6th of August in front of the Mausoleum come Romanians all over the country come to commemorate the ones that gave their lives for the their country. A problem is the deteriorated state of the frescoes, caused by humidity.
- Four km south of Marasesti, at Haret, there is a monument to the heroine called Mariuca Zaharia, 12 years old, who lost her life during the terrible fights in 1917. She replaced a killed soldier from the observation post that was sending news to the Romanian military units till she was murdered by two bullets.

Characteristics of the Tourism Sector today

At present moment, there are not many available data about the Adjud City tourism. Understanding about how many Romanian and foreign tourists visit Adjud every year, or how Romanian and foreign visitors find about Adjud and decide to visit the City, is subject to guesses, as simply there is no data register that



monitors information about the tourists. Also there are no information in the City at the moment about how many tourism related leaflets are produced and distributes annually and by whom, how much media contributes and what type of tourism attraction offers are generated by the media and by the tourist operators, and in what quantity, etc. It is also interesting that there are no many written materials about tourist potentials and offer of Adjud and Vrancea County widely available in Adjud, except the edition of Alexandru Desliu's "*Adjud: Tourist Guide*" (Editura Pallas, 2002) which has a very good introduction in English as well as in Romanian, about the City of Adjud and Vrancea County more generally.

The following Table hereby present the main findings about the characteristics of the tourism sector in Adjud, as an outcome of the work on the Strategy:

<u>Romanian Tourists</u>	▶ Romanian tourists have a very limited presence in Adjud; ▶ Some categories of Romanian tourists are represented by pupils and students visiting their parents for the summer and by Romanian emigrants returning during summer period for holiday and for visiting their relatives; ▶ There are also business people in transit or in visit of the area that use the lodging premises of Adjud; ▶ The existing tourism agencies focus their services on transport abroad Romanian workers and immigrants and on holidays back in different resorts national and international located.
<u>Foreign Tourists</u>	▶ Foreign tourists' presence is occasional and usually the foreign tourists are represented by small groups in transit to monasteries in the north or to the Black Sea coast on the South East; ▶ In general, they only spend a couple of hours, maximum 1 day, before continuing their travel; ▶ Most of them are German-speakers (from Austria as well as Germany).
<u>Tourist Data and Records</u>	▶ There is no relevant information regarding annual income generated from Tourism Sector, most visited sites within the City, number of visitors per site and location, frequency of visits, returning visitors, main interests etc. There is no centralised information system and tourism information database in the City.
<u>Tourism Accommodation Facilities</u>	▶ Accommodation facilities in Adjud are also under developed. The City of Adjud lacks modern European style hotels, with leisure and gym centre, sauna, swimming pool, sport facilities, tennis courts etc. ▶ In the city there are three hotels with 80 beds, in genuinely good condition for over night stay; another two modern pensions are under construction. According to some estimations, the average use of existing capacities is approximately 80%>90% (source: the hotel owners) ▶ About 25% of hotel clients are short-term transit tourists.
<u>Restaurants and Fast Food Shops</u>	▶ Adjud has a relatively small number of local restaurants, mostly serving traditional food. The number of fast food shops is also small.
<u>Leisure Facilities</u>	▶ Adjud lacks luxury leisure complex with descent size swimming pool, modern tennis courts, golf field, and other sport fenced playgrounds. It also lacks bike pathways, marked walking areas, etc., which is big disadvantage for promotion of alternative tourism. ▶ Adjud has few beauty saloons, gym centres, but the demand is bigger than the actual offer. ▶ It also has limited number of clubs and bars; ▶ Excellent flora and fauna, proper for organising of memorable hunting; ▶ Possibility for fishing due to the existence of the two rivers;



2. Recommendations

One of the main opportunities for developing the tourism sector in Adjud derives from the presence of large area of free land in a extraordinary beautiful clean environment rich of natural forests and waters. In this respect, Adjud has all the premises to host the first “Oasis Centre” Park in Romania with a potential to serve millions of tourists per year. Such parks are very popular in Western European Countries like UK, The Netherlands and France (reference: <http://www.centerparcs.com/>) and can provide services as:

- Mountain biking;
- Archery;
- Golf courses;
- Tennis;
- Indoor and outdoor aquapark;
- Mountain climbing;
- Fishing;
- Horse riding;
- Etc.



An example of such a park is given in the picture below:



Oasis Park

In support of the development of the Tourism Sector of Adjud, the Strategy proposes the following recommendations:

◆ **Formulation and design of Sectoral Tourism Strategy for the City of Adjud**

The recommendation aims towards development of a coherent and pro-active sectoral Tourism Development Strategy including tourism promotion and marketing plan (with included business plan). The rationale is to establish medium term strategic directions for development, promotion, marketing and full valorisation of Adjud rich tourism potentials.

The City of Adjud also needs to design and develop City Tourism brand and tourism logo to be placed at two entry points of the city and on all tourism site locations. The signs should be distinctive, easily recognisable, attractive (even humorous) and locally-rooted symbols.

National Development	Regional Development
SOP Competitiveness Priority 5. “Romania, as an attractive destination for tourism and business”	-



◆ **Creation of Adjuda City Tourism Information Centre having as main objective strengthening the tourism promotion and marketing offer**

The recommendation proposes City of Adjuda to create a new modern European style Tourism Information Centre, offering the tourists and visitors various information about their stay in Adjuda and basic information about the city and Vrancea County. The Tourism Information Centre should also provide information about all tourist locations, historical heritage sites, accommodation services, local restaurants, museums, theatres, weekly programmes in the City, etc.

This Centre will also have a catalytic role in combining, processing and refinement of different range of public and private initiatives such as:

- Development of Multi-attraction packages for transit visitors
- Preparation of attractive information packs correspondent to the local existing tourism offer
- Promotion of the city to different fairs, exhibitions, national and international manifestations;
- Networking with tourist operators and agencies at regional, national and European level

In the same time the Centre will represent the departure point for starting of the modernization of the IT component in the tourism sector of the City of Adjuda.

This way there will be created the necessary premises for the development of centralised electronic system for collection, processing and storing information and data about the tourism activities within the City.

National Development	Regional Development
SOP Competitiveness Priority 5. “Romania, as an attractive destination for tourism and business” 5.2 Development of the national network of Tourism Information and Promotion centres a) Investments in TIPC's set up –activities such as construction, purchase of equipment, IT and software, to create a unitary tourism information and statistics system with public on-line access b) Setting up a national tourism information database c) Setting up an integrated national system, with on-line access, for collecting and distributing tourism information.	Priority 8 – “Urban regeneration “ Action: „Creation of Touristic information centres”

◆ **Formulation and development of a Tourism Facilities Rehabilitation, Modernization and Maintenance Operational Programme**

The Rehabilitation and Maintenance Programme will target all tourism facilities currently unusable due to serious damages caused by floods, humidity, and misuse for longer period.

In addition, complementary actions will be implemented, aiming:

- Improvement of the accessibility to tourist sites locations, through undertaking round and related infrastructure modernisation works;
- Increasing the visibility of the City Tourism Offer for transit tourists, through putting in place visible marked signs and indicators towards the existing attractions;
- Developing of tourism facilities and services, through a range of public and private investments (e.g. cafés, souvenirs shops, leisure facilities, hotels, sport indoors and outdoors facilities, etc.)



National Development	Regional Development
Priority Axis 4 – „Development of local and regional tourism” 4.1 Restoration and valorisation of historical and cultural patrimony , together with creation and modernisation of connected structures	Priority 8: Urban regeneration Action: “Conservation and restoration of city cultural and historical patrimony, especially the historical centres”

◆ **Development of Tourism HRD Plan and tailored training programmes for facilitating job creations of in general tourism promotion and guiding of tourist groups.**

This should include, for an example, training part time courses for all interesting groups and in particular young enthusiastic people with previous knowledge of foreign languages willing to work in tourism sector during summer periods as tourist guides. The investment in HRD in tourism sector is seen as long term investment aiming towards new skills development, jobs creation, decrease of migration of young people and overall improvement of economic and social conditions in the city.

National Development	Regional Development
SOP HRD Field of intervention 1. Education and initial quality professional training for supporting the economic growth and employment 1.4 Support for the developing of educational offers and for initial training, relevant for the needs of individual learning and for the needs of the labour market;	Priority 3 Creating the premises for a flexible labour market. Actions: - Applying the selective professional training, oriented towards the sectors having a high development potential. - Training courses for the development of management techniques, entrepreneurship, tourism, management of quality, supporting the services sector



3. Operational Objectives

- Objective 1:** To establish Adjud City as a new attractive tourism destination in Romanian Moldova
- Objective 2:** To create a new modern Adjud City tourism industry and services sector as a new drive force for the City economic recovery
- Objective 3:** To valorise Adjud City natural beauties, and historical and cultural treasures
- Objective 4:** To achieve long term sustainable development of the Adjud City tourism.





Education

1. Current State of Play

The process of decentralization and the financing of the system of pre-university education have been of high concern of the state in terms of practical application at local level.

Currently, there are 7 primary schools/gymnasiums and 2 upper secondary schools in Adjud. In total, there are about 3.521 students. There isn't any Vocational Training Centre, neither school nor vocational education centres for people with special needs. In absence of schools for people with special needs, local authorities in Adjud work closely with other cities in the County and in the Region, as well as with the Regional Education Inspectorate, for placing the children and the young people from Adjud with special needs in the education and training centres of other cities.



The total number of students attending schools is about 15% of the total population. Males tend to have lower educational attainment rates than females and appear to present more drops out. A serious drop out rate of about 12% is registered in the high schools.

TYPE OF INSTITUTIONS	NUMBER	NUMBER OF STUDENTS		NUMBER OF TEACHERS / PROFESSORS
		FEMALE	MALE	
KINDER-GARDEN	8	270	404	37 PEDAGOGUES
PRIMARY SCHOOLS / LOWER SECONDARY	7	862	1.029	117 PROFESSORS
Upper Secondary Schools	2	820	810	94 PROFESSORS
VET Centres				
Total	17	3.521		211 PROFESORI

Data source: City Hall of Adjud

Very important is the presence of the “Agro” School which is financed by PHARE programme and it has renewed the laboratories with new equipments. A second chance school programme is also functioning within this school.

The presence of psychologists – counsellors in every school is a positive aspect which support and fulfil the lack of other aspects in education system.



The campus which is Municipality's property is under the administration of the Theoretical School, offers 20 places for students, but now is a foster place for some classes to take place.

Other main problems identified during the work on the Strategy are:

- Poor Schools infrastructure and correspondent facilities, except the ones inserted in government and donor funded programmes for rehabilitation;
- Old School libraries require urgently acquisition of new books and introduction of IT Equipment and Internet service facilities;
- Absence of vocational education and training centres offering lifelong learning programmes for the citizens from Adjud and nearby surrounded residential areas and villages;
- Reduced number of teachers and schools involved in EU educational programmes (Leonardo da Vinci, Socrates, etc).
- Roma population participation in the pre-university education programme is at very low level;
- Lack of local schools or education centres for people with special needs.

The Local Authorities in Adjud are pro-active in terms of improving the quality of education in the City. In particularly, the City Hall and Local Counselors play an active role in coordinating preventive measures and in encouraging the young people to remain within the education system.





2. Recommendations

◆ Promotion of Vocational Education and Training Programmes in the City

The recommendation proposes City Hall of Adjud to take pro-active role in promoting and strengthening the vocational education and training opportunities in the City. The promotion of the concept of life long learning, through establishing effective partnerships between all relevant stakeholders and closer coordination between employment and education action plans is seen as a priority. The operational activities should include :

- To create specific programmes which support creating new learning and working skills, based on real needs and trends identified on the labour market;
- To provide a life long learning opportunity for citizens of the community, targeting both unemployed groups and other categories willing or in need to improve / develop / upgrade / change their basic qualification ;
- To provide education opportunities information, professional orientation, carrier counselling for the young people and their parents;

In the same time it will be encouraged setting and development of private vocational education and training centres.

National Development	Regional Development
SOP HRD Field of intervention 1. Education and initial quality professional training for supporting the economic growth and employment Field of intervention 2. Correlating the life-long learning with the labour market	Priority 3 Creating the premises for a flexible labour market. Priority 6 Development of the educational sector.

◆ Development of primary and secondary schools infrastructure rehabilitation and modernisation programme

The recommendation aims to refurbish the schools buildings, modernise the schools interior, improve the sanitary conditions, heating system and the supply of quality water, and also to re-equip the schools with needed new equipment, including IT equipment.

National Development	Regional Development
ROP Priority Axis 2: Bettering the regional and local social infrastructure Major field of intervention: 2.4. Rehabilitation / modernization / development of educational infrastructure	Priority 6 Development of the education sector Intervention line 6.1 Development and rehabilitation of basic schools infrastructure, especially in the rural areas – at any level.



◆ **Increasing the use and application of IT in the regular schools education activities**

The recommendation aims to achieve wider introduction of IT in the day to day schools activities and overall strengthening the skills of the students from early stage to use computers and internet.

National Development	Regional Development
SOP HRD Field of intervention 1. Education and initial quality professional training for supporting the economic growth and employment 1.4 Support for the developing of educational offers and for initial training, relevant for the needs of individual learning and for the needs of the labour market	Priority 6 Development of the education sector Action: development of specific operational programmes and the promotion of ICT techniques in education

◆ **Creating partnerships between:**

- ▶ **the schools, vocational training centres, local public authorities and companies for smoother integration of the graduates into the economic activities in the City; and**
- ▶ **with similar national and international pre-university centres**

This recommendation will led to increasing of the employability in Adjud City, through closer links with the schools, and closer monitoring of the demand on the market for human resources.

In the same time will enable closer cooperation between the local schools in Adjud and national and international pre-university centres, for exchange of students, study visits, exchange of study programmes, curricula's, good and positive practices and also for joint initiatives and participation in various projects of educational character funded by EU

National Development	Regional Development
-	-

3. Operational Objectives

- Objective 1:** To modernise the Adjud City pre-university education system according to EU standards
- Objective 2:** To create foundations for life long learning culture in Adjud City through setting up local educational and vocational education structures integrated into various national and international development programmes and projects
- Objective 3:** To develop sustainable human resources capital in Adjud City in line with the City strategic directions for socio-economic and urban growth
- Objective 4:** To integrate the City education and vocational education systems into all local community initiatives.



Environment

1. Current State of Play

Adjud City, with population of 18,450 inhabitants, increasing at average rate of 250 per year is characterised with following environmental characteristics:

Climate	Temperate continental
Number of City sub-urban areas	3 Sub-urban areas: Adjudu-Vechi, Siscani and Burcioaia, with 1060 houses in each suburb
Water/Waste Water and Solid Waste Management	Licensed to one operator, S.C. Urbis SA of which City of Adjud is sole shareholder
Street cleaning and markets responsibility	Responsibility of Public Service Department of City of Adjud
Water supply system	Currently under ongoing modernisation and extension
Sewage works	In urgent need of rehabilitation
Quantities of waste generation	7,200 tonnes of waste are generated approximately per year, out of which 95.8% is domestic waste
Quantities and % of recycled waste per year	none
Characteristics of the City landfill	Adjud City owns landfill in operation of 3ha built in 178-1980 which does not comply with EU environmental standards and is due for closure following completion of new regional landfill
Capacity of the City landfill	Total landfill capacity is 360,000 tonnes (currently 50% full with no sorting or weighing)
Number of implemented environmental projects in last few years	7 Environmental projects implemented in last 3 years relating to water supply and wastewater network modernisation, through EU and United Nations Programmes
Flood risk	Major environmental problem in the City creating problems frequently
Existence of Flood Management and Prevention Strategy or Programme	none



It should be noted that the City of Adjud exceeds general expectations in terms of national averages. In particular the ratio of production waste (71%) to municipal waste (29%) at a national level is reversed locally with City of Adjud production waste at 39% and municipal waste 61%. This implies that the area is relatively clean in terms of industrial waste.



The following SWOT analysis of environment sector in Adjud enlarges the overall picture and creates premises for proposing tailored recommendations for future interventions:

STRENGTHS	WEAKNESSES
• Experience of pre-accession projects funded by EU and United Nations Programmes: ◦ Public Utility improvement and subterranean modernisation in Siret-Siretel and Copacesti – C. Negri – Campului Areas ◦ Expansion of sewage system in North-Adjud District ◦ Water supply extended in Vechi and North adjud districts ◦ Independent water well provided for Schools No. 1,2,3,4 • Experience of implementing feasibility studies: ◦ Rehabilitation of water/waste water network and waste water treatment facility ◦ Rehabilitation of solid waste collection and transportation ◦ Extension of water supply to rural areas ◦ Ring road modernisation programme • Political will to implement institutional and capacity building measures in environmental infrastructure • Cooperation with Local Environment Agency and Environmental NGOs to resolve environmental and community issues • Functioning water and waste management utility • Good knowledge of environmental legislation framework	• Lack of Project Support Unit • Extensive modernisation and rehabilitation required to environmental infrastructure • Lack of funding • Sewage treatment plant dilapidated and in need of urgent rehabilitation • Solid waste collection vehicles extremely old and in urgent need of replacement • Solid waste management system only 50% efficient • Solid waste containers old and in urgent need of replacement: ◦ 20 Plastic containers of 240 litres capacity ◦ 56 Metal containers of 3.5 cu.m capacity of which 75% are older than 20 years • Non existence flood prevention, management and protection programme • Lack of qualified and trained personnel in the environment issues • Poor infrastructure for collection, transportation and disposal of waste
OPORTUNITĂȚI	AMENINȚĂRI
• EU accession funding • Environmental infrastructure development fits Sector Operation Programme objectives and priorities • Development of Public Private Partnerships ◦ New incineration/steam cleaning plant development in cooperation with local paper company - SC Vrancart SRL ◦ Cooperation with local Construction and Wood Processing company – SC Roman Impex SRL • Modernisation of integrated water and waste management system including rehabilitation of sewage treatment works • Development of a Project Support Unit and Centre of Environmental Excellence to support City and Regional action planning and proposals for EU accession projects	• Lack of qualified and trained personnel for management and coordination of environmental projects • Insufficient funding for co-financing and difficulty to sustain the investment costs of projects in environment infrastructure • Lack of central data base of indicators about the problems in the environment • Continued absence of flood protection programmes • Lack of local co-financing for implementation of EU funded environmental projects with large infrastructure components



2. Recommendations



follows:

The overall objective of the Environmental Protection Operational Programme is the protection and improvement of the environmental infrastructure, consistent with social and economic needs of Romania, with particular focus on meeting EU standards.

In recommending interventions for the City of Adjud within the environment sector, the national objectives and priorities have been taken into account to ensure that it fulfils national and regional indicators.

The recommendations for 2007-2013, are listed as

◆ Institutional strengthening and capacity building of City of Adjud for efficient management of environmental projects

This recommendation aims to achieve establishment of an Environmental Resource Centre and an Environment Project Support Unit operating within City of Adjud, working closely with regional level Environmental Agency and other environmental resources centres in the region. The centre will coordinate partnership between key stakeholders in the city regarding joint initiatives for environment protection actions at local level, will closely follow and support the implementation of the Regional Environmental Agency recommendations and monitor the implementation of the environmental acquis at local level. The project support unit will be responsible for design, management, implementation and monitoring, and evaluation of the projects funded in the city by EU post accession financial instruments in the area of environment. The unit will also be responsible for implementation of the environment strategy for the City of Adjud.

National Development	Regional Development

◆ Development of an integrated approach for solid waste management

An integrated approach to solid waste management aims to achieve sustainable reorganisation and strengthening of the work and operations of the public utilities in the City; solid waste strategic planning to develop collection and disposal services; replacement of ageing collection fleet and containers to EU standards; tariff policy review; public participation and awareness.

National Development	Regional Development
SOP Environment, Priority Axis 2 „The developing of integrated management systems for waste and contaminated sites rehabilitation” 2.1 : The developing of integrated management systems for waste	Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy” 4.1. Expansion and modernization of waste management systems



◆ **Rehabilitation of ageing sewage works to EU standards**

The recommendation aims to achieve full scale rehabilitation of the old and out of date sewage system in Adjud. The recommendation also aims to achieve development and implementation of sewage system maintenance operational plan for Adjud.

National Development

Regional Development

SOP Environment. Priority Axis 1
Extension and modernization of water and waste water systems

Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy”

Intervention line 4.2 “Extension and modernization of water and waste water systems infrastructure”

◆ **Extension of the rehabilitation and modernisation of the water supply system to all city neighbourhoods and surrounding villages**

The recommendation aims to achieve quality water supply to all residents of Adjud and the residents of Adjud City neighbourhoods and surrounding villages.

National Development

Regional Development

SOP Environment. Priority Axis 1
Extension and modernization of water and waste water systems

Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy”

Intervention line 4.2 “Extension and modernization of water and waste water systems infrastructure”

◆ **Institutional support to flood risk management**

This recommendation aims to achieve development of floods prevention, management and protection Strategy or programme, as well as setting up a unit for flood management and prevention within the City Hall, which will work closely with other actors in the city regarding overall and synchronised coordination of the flood prevention and management activities in the City.

National Development

Regional Development

ROP –Priority Axis 1 “Bettering the local and regional social infrastructure”

2.3 “Bettering the equipment of the operational bases for emergency interventions”

Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy”

Intervention Line 4.4 ”Re-creation of the stability and safety conditions of the areas exposed to marine erosion, natural disasters and de-forestation”



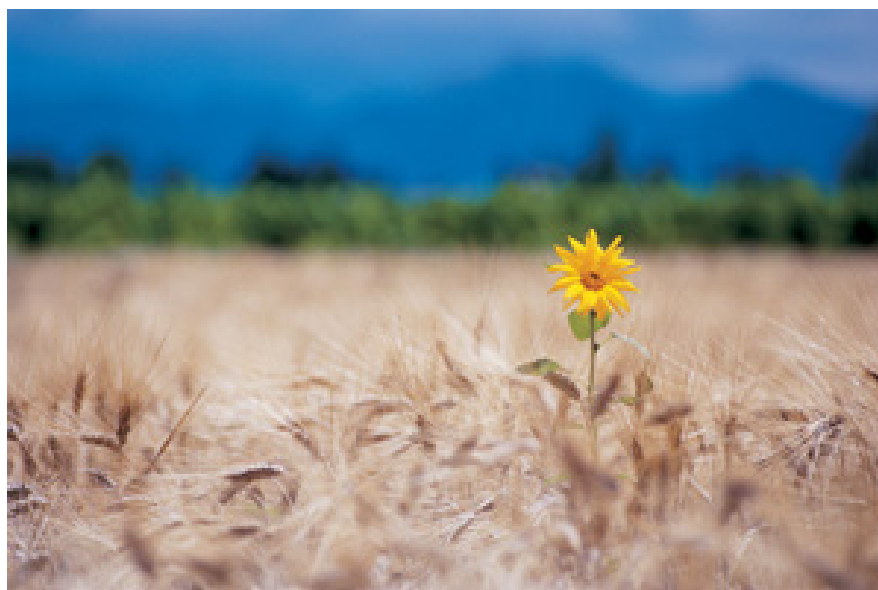
◆ Development of operational programme for natural beauties protection

This recommendation will primarily focus on development of projects for cleaning the natural water basins (e.g. Silver Lake, rivers, etc.) and creating long term sustainable conditions for protection of the natural beauties in Adjud and surrounding areas.

National Development	Regional Development

3. Operational Objectives

- Objective 1:** To increase the overall environmental awareness and participation of the citizens in local programmes and projects aiming towards achieving long term sustainable solutions for protection of the natural environment and enhanced quality of life in the City and its neighbourhoods
- Objective 2:** To enhance the management and operational capacity of the City administration to formulate and design environmental programmes and projects
- Objective 3:** To create long term strategic directions for waste and water management within Adjud City and its surrounding areas
- Objective 4:** To create Clean and Healthy Adjud growing and developing on sustainable environmental solutions and best practices.





ICT and E-government

1. Current State of Play

There is little use of computer related technologies among the citizens and SMEs in Adjud, apart from some notable exception such as an Internet café popular for gaming (with 7 PCs, printer, fast internet access 512, LAN), usually visited by young people.



Citizen access to e-services is limited. This is due to cultural issues regarding seeking public information via online support services and also due to the lack of knowledge (Lack of trust from citizen) in using IT and obtaining answers and information without direct contact with the responsible local service providers. Also it is important to note that there is in average one computer per family and this one is not very often connected to internet. The current price of 10 euros per month is relatively affordable for the citizens and it is not the main reason for low use of computers and internet services in the City.

The main public institutions using information technologies more extensively are:

- City hall and its sub-divisions (inc. tax department and EU info centre);
- Primary and Secondary schools;
- The hospital; and
- The police department.

Also there is local Non-Governmental-Organisation interested in the relation between the citizen the public institution. In this field, the Adjud community relies on one association - the Association for Partnership in the Community.

IT literacy building

Since 1998, around 1,000 people have been trained in using computers in cooperation with a Belgian company (International Computer School). The trainees profile was between 30-40 years old, majority females (around 75%).





Main IT literacy data are:

- ▶ Trained all city hall staff (Offices training and accounting system)
- ▶ Good mechanism to transfer IT literacy to SMEs
- ▶ Increase job opportunity
- ▶ Training to nurse in Hospital too because of a new system
- ▶ Training to Teachers (Sunday session)
- ▶ High request for accounting system training
- ▶ There is no real IT specialists in the other institutions in the city (within the City Hall currently only one person is doing an adequate work)

The City Hall

The city hall is currently situated in a temporary building and is composed of 73 staffs within 4 main institutions:

- City Hall
- Tax Department
- Support centre for disabled people
- Public Market

Internet Policy of the City Hall

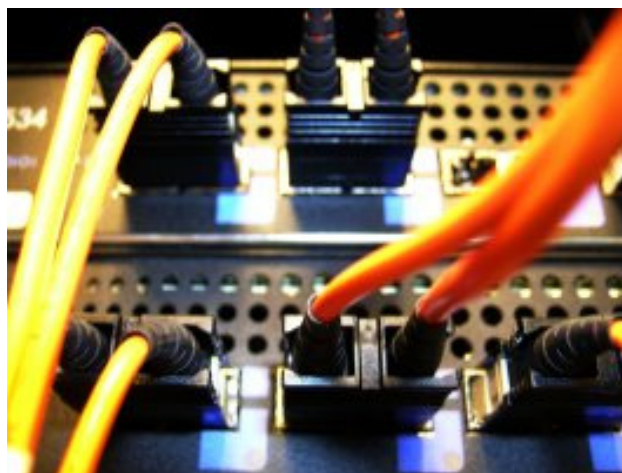
There is no Internet policy as such. However there is no push from the management and the IT specialist is opposed to the concept of full internet access due to fear of security and confidentiality concerns. Only 3 PCs are connected and access to internet is done via a single router (256 kbs connection speed).

The 3 desks with Internet are those of:

- ▶ The IT specialist desk;
- ▶ The head of investment desk;
- ▶ The legal adviser desk.

IT sector in the City Hall organizational chart

It is also interesting to note that the IT function although existing, is not formally recognized and is place in the Civil Protection room. This also means there is not town budget toward ICT as such but it is embedded in other budget. IT related expenses are usually based on the need/crisis basis and there is no IT plan or e-government one.





IT Equipment of the City Hall

ICT related equipment includes:

- 40 computers
 - ▶ Of which almost half of them are brand new (co-funded via a PHARE projects closed in 2005)
 - ▶ The rest of them being of various adequacy (from 486 family)
 - ▶ 14 PCs are placed in the Tax department
 - ▶ 1 computer in the public market service
 - ▶ 25 in the city hall itself amongst which
 - 5 being in the finance department
 - 3 in the investment department
 - 2 in the IT office
 - 2 in the HR service
 - ▶ All new computers enjoy the protection of Uninterruptible Power Supply devices (UPS)
- Several printers (broken or not) are deployed, but most of them are old
- There are independent LANs for some of the internal departments of the City Hall of Adj.
- Also there is also some conference equipment and a digital camera, photocopier machine (modern and highly used) and 2 fax machines



Although there are some simple LANs deployed in the administration, they are not inter-connected apart from the Human Resources section and the Finance departments. Only 3 independent computers are Internet enabled and have some level of protection (anti-virus).

Around 50% of staff desks have computers. The desk of secretary of the mayor as well as the mayor desk do not have computer (and thus access to internet too).

The exchange of information and data is done verbally (unofficial) or on paper-forms basis (official). The typical process of exchange of data and information, or supply of information to citizens, can be summarised as follows:



- A citizen goes to the town hall for filling in a form
- The form is then computerized by manual input of relevant data into a system
- Internally – if the data needs to be shared – a new form/list is printed
- Once hand-over the data are inputted to a new system for treatment
- Then a paper-based is prepared
- And the citizen can get it when the answer is made available

This can be done iteratively on a back-and-forth manner if the citizen has provided invalid/ incorrect/ insufficient data. Many times this causes delays and additional work.

Archive section of City Hall

There is no IT equipment of any sort and the rooms just possess a couple of fire extinguisher. Archives are up to 100 years old as required by law. There has been no initiative to date for digital scanning of the archives.



However, most documents issued in Adjud have now an electronic equivalent (inside proprietary system). A security policy (Closed network with no sharing or access to internet) is in place but no real practice is implemented about password or control on data duplication. There is a simple back-up procedure for electronically based documents and data.

City website

A web site has been developed some time ago by external IT expert, but at the moment, the file and the developer are temporary un-available. According to the IT specialist in the City Hall, that was more as an introductory action to make city of Adjud present in the cyberspace. The domain name has been registered as www.adjud.ro. No mock-up exists.



A feasibility study has been done for an improved version of the website which would include section of downloadable forms, for the citizens and for the tourists. The study has evaluated the cost of website design and deployment in the range of 30,000 euros. The City Hall is aware that development of the web site is very important for Adjud and its image and seriously considers funding of project.

Tax Department

The tax department is quite automatised and has 14 workstations. There is no link to digital external world (e.g. no links to internet, banks, city hall, national authorities etc.). All exchange of information and data is still paper based. The software solutions are satisfactory, and there is a serious consideration among the management team to introduce online access to the central databases and as such reduce the bureaucratic process (e.g. required presence of citizen for tax dealing which generate long queue at beginning of year at the tax payment period). Currently, all archiving is done on floppy disk.

Census Bureau

The Bureau has only 1 PC connected by LAN to the Police station through which it exchanges information with the Police department.

Euro Info Centre

This centre has 2 computers and one of them is a free Public Internet Access Point (PIAP). However there is little demand for it a part for surfing from pupils after school time.





Emil Botta School

The school of Emil Botta possesses a well-funded computer laboratory room with 25 personal computers all linked with a LAN. The network is connected to a server, allowing printing and direct communication between the teacher workstation and pupils workstations. An UPS protecting against the not-so-seldom power shortages equips every workstation. This classroom is fully utilized every class day by the teachers not only to transfer IT literacy but also as an educational tool for various curriculum subjects such as biology, chemistry, mathematics and languages. The laboratory is used on Sundays by the association of teacher in Vrancea region to train teachers on ICT skills (from basics IT literacy skills to internet utilisation).

2. Recommendations

◆ Developing the current on-line services at City Hall level

This recommendation will primarily focus on developing culture for increased use of computers and internet (emails) in day to day operations, and also on creating conditions for administrative processes mapping within the City Hall, faster communication with other organisations and institutions and on-line data and information exchange.

Setting of a modern IT Department within the City Hall will represent an important and indispensable step in order to backup the modernization process.

National Development	Regional Development
SOP “Administrative capacity development” Key Area of Intervention 1.3. - Implement Civil Service Reform SOP Competitiveness Priority Axis 3 - Supporting the Information Technology use Key area of intervention: 3.2 Developing and increasing the efficiency of modern electronic public services (E-Government, E-Education and E-Health) Activity: Supporting the integration of informatics systems at the local administration level, needed for increasing the online presence	Priority 3 – Creating the premises for a flexible labour market Action: Developing the human capital within the public administration



◆ **Development of City Web Site with downloadable facilities**

The recommendation aims to achieve better visibility of the City of Adjud to external environment, potential tourist, but also serving as portal with downloadable facilities will enable faster access to documents by the citizens, potential investors and other interested institutions and organisations working in close cooperation with the City Hall of Adjud.

National Development	Regional Development
SOP Competitiveness Priority Axis 3 – ICT for private and public sectors Key Area of Intervention 3.1 – Supporting the information technology use Operation 4 Supporting local authorities for setting up public access points, especially in the market failure areas, through broadband connections	

◆ **Creating E-government environment**

This recommendation will focus on introduction of e-government working environment for the City through which citizens and business entities, as well as other institutions, organisation and NGOs, will have possibility to communicate and cooperate with the City Hall administration on online basis via internet, with reduced costs and in faster mode. The e-government platform has huge advantages regarding equal and fair opportunities for access to public information, data and services, for all citizens and interested groups.

Setting of a modern IT Department within the City Hall will represent an important and indispensable step in order to backup the modernization process.

National Development	Regional Development
SOP Competitiveness Priority Axis 3 – ICT for private and public sectors Key Area of Intervention 3.2 – Developing and increasing the efficiency of modern public services (E-Government, E-Education and E-Health)	

◆ **Modernisation of the ICT infrastructure within the City of Adjud**

This recommendation aims to achieve total ICT infrastructure modernisation, as part of the strategy for City urbanisation and infrastructure rehabilitation and modernisation. The directions for IT infrastructure development will be integral and well considered with other sectors. This will also include development of comprehensive ICT modernisation infrastructure programme for all primary and secondary schools in Adjud City, including public library.

National Development	Regional Development
SOP Competitiveness Priority Axis 3: ICT for private and public sectors	Priority 6 Development of the educational sector.



◆ **Development of Information Management System and Central Data Basis**

This recommendation aims to achieve enhanced communication and permanent flow and exchange of relevant data and information between all institutions and organisations in the City for purpose of future evidence based strategic planning across all priority sectors in the City. This should also include data basis and procedures for collection, processing and storing data and information, while securing full protection of proprietary information belonging to private organisations and individuals.

National Development	Regional Development
SOP “Administrative capacity development” Key Area of Intervention 1.3. - Implement Civil Service Reform Action: Implementation of information systems to support the operation of the performance management system	-

◆ **Development of the GIS**

This recommendation aims to create a mean for enhanced interoperability and improvement of the process of optimisation towards citizen centric approach. The idea is to achieve digital mapping of the City and its neighbourhood’s territory, residential areas, natural and historical sites, environment beauties, etc., and also digital mapping of all institutions, organisation and public and private entities, in all sectors and segments of vital interest for the City.

National Development	Regional Development
SOP Competitiveness Priority Axis 3 – ICT for private and public sectors Key Area of Intervention 3.2 – Developing and increasing the efficiency of modern public services (E-Government, E-Education and E-Health) Activity Operation 4: Setting-up GIS systems in order to increase the information systems’ interoperability	-

3. Operational Objectives

- Objective 1: To create IT infrastructure favourable for increased IT penetration in the City**
- Objective 2: To modernise the IT sector services within the local administration**
- Objective 3: To increase the awareness of the benefits of the use of computers and internet services among population**
- Objective 4: To strengthen the coordination, communication and cooperation between the relevant stakeholders in the City by applying modern IT management tools and systems.**



Employment and Social Affairs

1. Current State of Play

Employment



The Unemployment Rate in Vrancea County was 4.4% in February 2006 and in Adjud 4% according with the Vrancea County Agency for Employment. Due to the Romanian National system of quantification of unemployed people, this category includes only the persons that benefit of some sort of social help for the first months of unemployment. After that period they become „persons without a job” and do not show in these statistics anymore. Also Adjud has as well as the whole county of Vrancea, a huge number of people working abroad in countries like Italy, Spain, and Germany etc., with

or without legal contract. The main employment currently in the city is in the agriculture sector, wood industry, and in the paper processing enterprise Vrancart.

Social Assistance

The development of the social assistance system is considered as important for Adjud local authorities. It is recognised as vehicle that promotes sustainable social safety through targeted provision of social services for all vulnerable and marginalised groups in the society. The system is regulated by two major laws, adopted during the last few years: 1) the Minimum Income Guarantee law (July 2001, and enforced starting from January 2002) and 2) the Social Assistance Law (adopted in December 2001). The overall aim of the social policy is now to have an



inclusive approach that gives support to the family rather than vulnerable family members (disabled, elderly, and children) outside their family and protection wherever possible at a community level. At county level, this new approach was reflected by the unification and integration of the directorate for child protection by the directorate for social assistance. The Ordinance No. 86/2004 on social services represents an important step forward as it defines the categories of social services, the responsible authorities, categories of social services providers (including organization and functioning), beneficiaries etc. However there are still important secondary legislative acts to be issued - Government Decisions on:



standards for social assistance institutions, accrediting the public/private social assistance institutions, social assistant statute and the Social Assistance Action Plan. The Minimum Income Guarantee law establishes the granting of social, heating and childbirth allowances through the transfer of funds from the state budget to the local budgets.



In Adjud, social services are supplied by the Local Public Social Assistance Department Adjud together with the General Directorate for Social Assistance and Child Protection Vrancea, and via NGOs. The role of the NGOs in social services provision will be discussed in the special chapter dedicated to these organisations. It should be mentioned however that the number of NGO-s is very small comparing to the national average.

As far as social benefits are concerned the Directorate of Labour, Family and Social Solidarity, the Local Public Social Assistance Service Adjud, the General Directorate for Social Assistance and Child Protection Vrancea and the Adjud Town Hall, grant them according to the legislation.

In Adjud, the local public authority in the field of social assistance is represented by the Local Public Social Assistance Department. The Local Public Social Assistance Department is part of the Local Public Administration Service. There are 4 posts inside the Tutelary Authority, Child Protection and Social Assistance Department, according to the organization chart.

Currently, the social services offered in Adjud to the persons that have social needs refer mainly to:

- Different facilities that refer to medical assistance contribution free, gratuitousness, compensations for medicines, for SPA treatments, telephone or radio-TV subscriptions, household heating etc.
- Gratuitousness or discounts regarding the urban public transport, SPA treatments, radio-TV subscriptions etc. for pupils and students;
- Home care services - by paying the social worker that attends the person with a severe disability;
- Assistance, recovery, support and specialized counselling services – offered at zonal level to the young people with disabilities within the newly established Day Centre “CARTHA Adjud” (2004), through a project financed with European Union funds; the services of the Centre together with the project are results of the partnership between the Adjud Local Council and the Pro-Harmony Foundation from Adjud;
- Specialized occupational therapy, psychological, counselling and information social services offered by the Pro-Harmony Foundation for the Young People with Disabilities Assistance & Recovery Centre CARTHA Adjud, as a result of the local subvention awarded to the Foundation by the Local Council of Adjud, according to the Law no. 34/1998;
- Communitarian services offered to the elderly and the poor people, through donations and food provisions, offered with the help of the local church representatives and other religious organizations, cults, NGOs etc.





Besides these social services there are also available social benefits offered by the national government (social aid, emergency aid, allowance for children, compensations or other types of pensions offered by the insurance system) to the pensioners, to the families with low income, and persons with disabilities etc.

The social benefits in Adjud are distributed on different type of beneficiaries:

Social benefits for families:

- Complementary allowances – for 752 beneficiaries
- Allowances for single parents – for 274 beneficiaries
- Child raising allowances – for 147 beneficiaries
- Incentives for child raising – for 12 beneficiaries



Persons with no income that benefit from social aid – according to the Law no. 416/2001 for guaranteeing the minimum wage – for 382 beneficiaries.

Persons with disabilities:

- Individual assistants for the persons with disabilities – 56 beneficiaries
- Allowances for the adults with disabilities, according to the Law no. 519/2002 – 46 beneficiaries

The social services offered at the Young People with Disabilities Assistance & Recovery Centre CARTHA Adjud are for 40 beneficiaries.

The Young People with Disabilities Assistance & Recovery Centre CARTHA Adjud is subordinated to the Local Council and has 10 employees. This project was developed and implemented using a Grant from PHARE 2001 Program, Investments in the Social Services Scheme. The specialists working at CARTHA are trained to offer different services in occupational therapy, psychological aspects and speech therapy, psycho-pedagogical problems, kinetic-therapy, counselling and information for persons with disabilities and their families, promoting the newly created social service to the entire community. The beneficiaries are 40 young people with disabilities, aged between 14 – 25 years old. The necessary funds to operate the Centre come from the local budget, with a limit up to 90,000 Lei /year. Also, in order to offer methodological assistance for the further development of the Centre, the Pro-Harmony Foundation was awarded with 28,000 Lei /year subvention from the local budget, according to the Law no. 34/1998





2. Recommendations

In order to remedy the social needs facing the population of Adjud city, the following recommendations are proposed:

◆ To develop community based initiatives for reducing the poverty and promotion of social inclusion at local level

This recommendation aims to achieve implementation of series of interventions for increased social inclusion and reduced poverty at local level. The following initiatives are envisage:

- setting up a central data base regarding the social needs of the community and of the potential beneficiaries of the social services (e.g. elderly people with no means or insufficient means of subsistence, persons with disabilities, single women with children, homeless people, etc.);
- developing community based social services for elderly persons (home care and residential centres), and community services for people with disabilities, and young people;
- developing social housing programme for young people and all homeless people/families;
- setting up day care centres for people elderly and people with disabilities;
- establishment mechanism for providing emergency counselling and basic financial support and housing to victims of domestic violence;
- developing partnerships between local authorities, local SPAS, NGOs and other private providers, regarding delivery social services;
- developing neighbourhood social work centres for providing services to citizens in residential areas and nearby villages;

National Development	Regional Development
ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.2 Rehabilitation/ modernization /equipment of the social services infrastructure “ SOP HR - Priority Axis. 6 “Promoting social inclusion” 6.2 “Developing a network of integrated social services”	Priority 5: Development of health and social services sector Intervention line: 5.1“Rehabilitation of the social and health services infrastructure “

◆ Development of inter-agencies communication and with civil society structures

The recommendation aims to achieve extension of the social – agencies partnership, between NGO-s, citizens at local, county and central level, on internal and international plan. The positive practices show that the development of institutional communication could be achieved through increasing the efficiency of inter-agency communication and cooperation between the social partners and through development of social partnership and responsibility culture among citizens.

National Development	Regional Development
-	-



◆ Formulation and Design of Adjud City Local Social Action Plan

The recommendation aims to achieve social sector medium and long term targeted strategic approach for developing social services for all identified vulnerable and disadvantaged groups in the society. The overall goal is to achieve social cohesion and social inclusion and reduced poverty in the society. The local social action plan will be underpinned by principles and values and aligned with the Vrancea County Community Care Plan strategic directions.

National Development	Regional Development
-	-

3. Operational Objectives

- Objective 1:** To develop an integrated system for local social services provision based on medium and long term strategic approaches
- Objective 2:** To achieve socially inclusive society valuing each individual citizen in Adjud
- Objective 3:** To contribute to the implementation of the Vrancea Community Care Plan, through close cooperation with the Vrancea County General Directorate for Child Protection and Social Assistance
- Objective 4:** To strengthen the cooperation between the relevant stakeholders and increase the participation of the civil society (NGOs) in the provision of social services to vulnerable and disadvantaged groups on the territory of Adjud and its neighbourhoods.





Health

1. Current State of Play

The analysis of the health sector of City of Adjud it would be useful to be considered alongside key factors characterising the public health and in comparison with the situation at national level.

The dynamic of demographic phenomena



The Birth-rate according to the data supplied by Public Health Directorate Vrancea, in Adjud in 2005 was of 8.3 ‰, under the national average.

The Feminine fertility in Adjud in 2005 was of 29.8 ‰ (statistic of the urban area) following the trend of national indicators.

The General mortality in 2005 in Adjud was 8‰, lower then the county average and national average. This is caused by huge differences concerning general mortality in Romania, in the urban as opposed to the rural areas; it frequently riches 17-19 inhabitants and the general modality per county was 17 – 19 and the general mortality reaches 11.6‰ per county, in 2005, same as the national one.

The Life expectation at birth in the City of Adjud is same as at the national level that is 65 – 69 years for men and 72 – 74 years for women.

Mortality caused by tuberculosis in Adjud in 2005 was 112.1‰, under the national average, and the new cases 80.1‰. In June 2006 the number of people with TBC in Adjud decreased to 85 compared with 125 last year, this showing trend of less cases of TBC comparing with years before. Syphilis, after 2004 when the incidence of the cases was of 26.7‰ lowered in 2005 at 16‰.

Infantile mortality in Adjud in 2005 was 13.1/1.000 for new-borns, about the same with the national average (average generated by the urban – rural gap).

Regarding infectious diseases, during 1999-2003, the main epidemiological indicators of monitoring and implementing the main transmissible diseases, showed a general tendency of decreasing the number of medical cases, with the exception of tuberculosis, sexual diseases, and yearly epidemics of childhood diseases.

In Adjud City also last years show same general tendency of sexual diseases. Since 2004 there is less number of medical cases of sexual diseases (e.g. in 2004 Syphilis was registered at 41.2‰ comparing to 18.8‰ in 2005).



The activity of the necessary network

The reform of the health system and the efficiency of the medical act reduced the number of hospitalised days at national level from 10.9 in 1995 to 8.1 in 2004. In Adjud, in 2005, the average hospitalisation in the Adjud Hospital was 5.4 days.



In 2002, as opposed to the other EU states, the sanitary infrastructure was in a deficit, especially concerning the number of primary medical assistance units to 100.000 inhabitants. At the same time, the proportion of private investments in the sanitary system registers only a low level (0.05% of the hospital beds represent private investments).

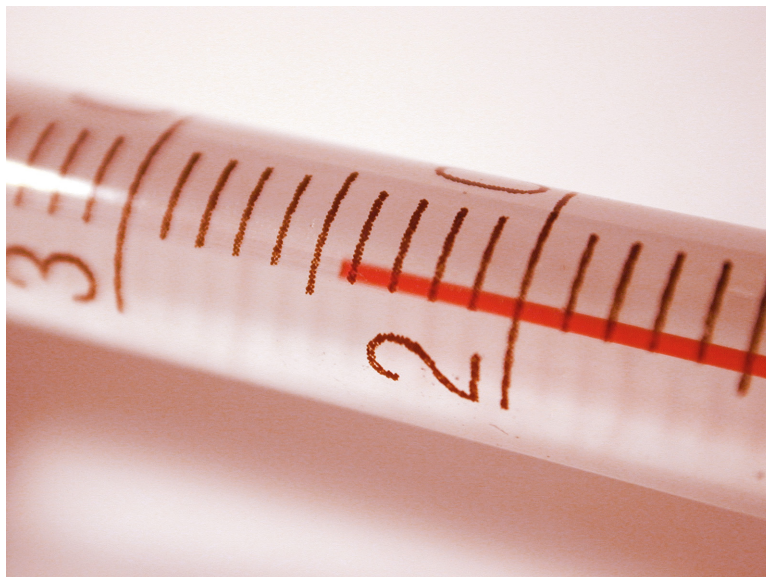
In Adjud, there is no private hospital. The public hospital also serves as a zonal hospital, since it is the biggest hospital in the north area of the Vrancea County, with 201 beds. The total number of beds in Vrancea County hospitals is 1499 beds. In 2005, Adjud hospital served 11,259 patients. The hospital has 4 wards: internal,

surgery, gynaecology, paediatrics.

There are currently 22 doctors in the hospital. There is also 1 school doctor, 5 auxiliary staff, 98 nurses and 6 midwives.

Adjud Hospital has insufficient number of equipment and also poor infrastructure conditions. The offices of family doctors are also equipped with minimum requirement of instruments. Only the private cabinets are equipped with modern equipment.

There are 5 private and 1 public pharmacies in Adjud. There are also 18 family doctors. There is also a functioning 1 public complex medical service (general hospital type), 6 private complex medical services own by family doctors, and 5 private dentist offices. Adjud also has 3 medical laboratories, e.g. for medical analyses, radiology lab, and BFT lab.





2. Recommendations

◆ Development of Local Health Action Plan

The recommendation aims to achieve medium and long term targeted strategic approaches for quality health services provision in the City. During the work on the local health action plan emphasis will be given on undertaking comprehensive analysis on the health condition of the city population, clearly defining the target groups, causes for health problems and establishing clear priorities and objectives for interventions on short, medium and long term.

National Development	Regional Development
-	-

◆ Infrastructure rehabilitation and technical modernisation of the Adjud City Hospital

The recommendation aims to achieve full scale rehabilitation of the Adjud City Hospital facilities and overall improvement of the conditions of hospitalisation, including equipping the Hospital with new modern equipment and instruments.

National Development	Regional Development
ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.2 Rehabilitation/ modernization /equipment of the health services infrastructure “	Priority 5: Development of health and social services sector Intervention line: 5.1“Rehabilitation of the social and health services infrastructure “

◆ Development of awareness campaign about public health

The recommendation aims to increase the public awareness about various causes for diseases and promote prevention culture among the citizens to protect and take care about their health. Emphasis will be given on risks of transmissible and chronic diseases.

National Development	Regional Development



- ◆ **To develop project for increasing the awareness of need for family planning and care about the reproduction health**

The recommendation aims to achieve increase of the awareness of the need of family planning and promote care regarding the reproduction health among the citizens.	
National Development	Regional Development
-	-

- ◆ **Encouraging private investments in the health sector**

The recommendation aims to achieve new private investments in reconstruction of the old and construction of new medium size private hospitals, clinics and medical centres. It also aims to initiate private sector contribution through partnership with the local authorities regarding the rehabilitation and modernisation of the main public City Hospital.	
National Development	Regional Development
ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.2 Rehabilitation/ modernization /equipment of the health services infrastructure “	Priority 5: Development of health and social services sector Intervention line: 5.1“Rehabilitation of the social and health services infrastructure “ Intervention line: 5.2 “Institutional strenghtening for social and health services “

3. Operational Objectives

- Objective 1:** To establish foundations for development of long term sustainable health services provision for citizens of Adjud City and its neighbourhoods
- Objective 2:** To modernise the health institutions in the City of Adjud according to EU standards
- Objective 3:** To increase the overall awareness and support of the citizens to public health programmes in the City
- Objective 4:** To create favourable conditions for increasing the number of private investments in the health sector.



Sport, Civil Society and youth

1. Current State of Play

Sports

The following categories of sport are well represented in Adjud today: handball, football, athletics and judo.

Handball

Key facts:

- 15 years of activity
- 6 sportsmen promoted within the national lot of Romania – juniors
- 40 sportsmen promoted in different seniors teams in Romanian National Championship
- High school Emil Botta and School Agriculture Group have each of them 2 handball teams : men and women with results in the national championships for juniors



The following table presents the results obtained by sportsmen from Adjud at the National Championships in 2006, 2005, 2004 and 2003.

	2006			2005			2004			2003		
	I	II	III	I	II	III	I	II	III	I	II	III
ATHLETICS	4	1	-	3	1	3	3	1	3	3	4	7
HANDBALL	-	1	-	-	-	-	-	-	-			
JUDO	-	1	4	1	2	3	1	1	1		1	5



In 2006 and 2005 2, respective 3 sportsmen from Adjud have been selected for the national lots of Romania.

The main problems and needs can be viewed as follows:

- Poor infrastructure facilities and lack of sufficient logistic bases for practicing both performance and amateurs sports and leisure;
- Limited funding resources for sport performance activities;
- Lack of financial resources for participation to different competitions, championships and other sports events;
- Poor conditions of the existing sports facilities which need immediately intervention for refurbishment and modernisation;
- Limited number of professional trainers; and



- Need to extend the performance activities within the Municipal Sports Club, thorough introducing new branches and age categories;

Civil Society

The NGO sector in Adjara is currently underdeveloped and consists of small number of NGOs with following main problems identified:



- Poor level of materials and financial resources;
- Reduced associative behaviour of the citizens;
- Dependency of donor funded programmes;
- Limited number of professional and volunteers involved in programmes implementation;
- Very often the Project Teams are almost identical for several projects.

Although the number of active NGOs is limited, the ones who initiated different range of projects, enjoyed a considerable support from the City Hall. The City Hall

of Adjara has an active and open approach towards partnerships with NGOs and believes that NGOs should play pro-active role in every day life. The support provided to date by the City Hall to the NGOs in Adjara, include:

- Financial contribution to NGOs in order to access a range of donor funded opportunities;
- Offering logistics premises and facilities;
- Inputs of trained personnel within the projects design and implementation phases; etc.

There are currently few NGOs with significant presence in Adjara, namely:

Association Cordial

Key projects :

- “Information – a first step towards implication “, funded through Phare - Europe Fund
- “Roma Woman, in changing.....” funded through Phare -Partnership Fund for Roma“
- “Through partnership ...towards citizen” funded through Phare – Development of Civil Society ;
- “Improvement of the status of the Roma woman”, funded through World Bank – Small Grants Programmes ;

Association for Community Partnership

Key projects :

- “ Efficient administration thorough public participation” funded through National Endowment for Democracy , USA
- “Dialog Programme”

Fundation Pro Armonia

Key projects :

- Young People with Disabilities Assistance & Recovery Centre CARTHA, financed through Phare 2001 Investment in Social Services and Adjara Local Budget



Youth

The main problems identified in this filed are related to:

- Migration of the young people towards bigger cities, where the employment offer is bigger and more appropriate for their education;
- Limited number of houses for young people;
- Reduced involvement of the young people in the community initiatives and projects;
- Very limited number of cultural and thematic exchanges for young people of Adjud with other countries;
- Poor career counselling services for young people;
- Limited cultural and leisure offer;
- Inexistence of a support framework for youth initiatives and projects.



2. Recommendations

Sports

◆ Developing of the Municipal Sport Club

Extension of the existing Municipal Sports Club by introduction of new sections of handball for seniors and judo;

Attraction of young graduates of Sports Academy in order to strengthen the existing human resources capacity to support performance sport, through professional mentoring and coaching;

Acquisition of a modern minibus for transportation of the sportsmen from the Municipal Sport Club to different competitions.

National Development	Regional Development
ROP Priority Axis 5 "Urban sustainable development"	Priority 8 – Urban Regeneration
	Action: Cultural, sportive and leisure infrastructures



◆ Infrastructure Programme for Modernisation of the Sport Facilities in Adjud

The priority will focus on:

- Construction of Sport Gyms within the existing school units and high schools, and their equipping with modern necessary facilities and equipment in order to be able to provide the normal conditions for practicing both regular physical education classes and other sport activities;
- Refurbishment of the existing sports halls within the city;
- Construction of a modern sports centre which will include swimming pool, fitness, recovery and leisure facilities, jogging tracks and volley fields;
- Continuation of the investments for the Municipal Stadium (e.g. developing of artificial grass yards, lighting installation for playing in the nights and finalisation of athletics Gym);
- Construction of a gym for practicing judo and other martial arts.

National Development	Regional Development
ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.4. Rehabilitation / modernization / development of educational infrastructure Action: Rehabilitation / modernization / equipping of pre-school, elementary, secondary and superior educational infrastructure	Priority 8 – Urban Regeneration Action: Cultural, sportive and leisure infrastructures

Civil Society

◆ Setting of a Local Resources NGOs Centre

The Resources Centre will provide the following types of services:

- Information and communication regarding funding opportunities of donors, ministries , business sector etc;
- Training and complementary education programmes in range of fields as: organisational development, strategic management, project cycle management, designing project application, building partnership and networking etc;
- Advocacy and lobby;
- Networking development;

Existence of this Centre will contribute to:

- improvement of the access to the resources for the NGOs;
- promotion of the best practices within the civil society sector;
- increasing the visibility of the NGOs sector, through facilitation of the communication, information exchange, networks developing;
- encouraging of involvement of the NGOs in solving the local existing problems,
- more efficient utilisation of the resources in order to contribute to the organisations developments;
- developing partnerships amongst NGOs and public authorities, business sector and different relevant stakeholders.

National Development	Regional Development
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◆ **Setting a Grant Scheme System for nonprofits activities**

The grant scheme should set the procedures and mechanisms to allow access of the NGO sector to the local financial resources in the purpose of undertaking projects in the benefit of the community.

The legal framework is represented and decision-assessment process by the Law 335 / 2006.

National Development

Regional Development

◆ **Stimulation of participation of the citizens in the life of community**

The operational activities will focus:

- To inform and to advice the citizens regarding authorities activity programmes and local public policies;
- To consult and to involve citizens in problems identification and decision-making at local level; and
- To support community initiatives groups and to promote volunteering in different fields of prime community interest.

National Development

Regional Development

Youth

◆ **Setting of a Youth Centre in Adjud**

The Centre will represent a place for supporting community youth initiatives and projects, through supplying:

- information,
- counseling services,
- training, premises and
- facilities for different range of activities.

In the same time the Centre can serve as a catalytic point for other youth projects and initiatives, such as exchange programmes, aiming towards:

- developing intercultural learning among young people in Europe;
- providing non-formal and informal learning opportunities with a European dimension and opening up innovative opportunities in connection with active citizenship.
- promoting the fundamental values of the European Union to young people, in particular respect for human dignity, equality, respect for human rights, tolerance and non-discrimination, including young people with disabilities.

National Development

Regional Development



◆ Encouragement of the young people to become active and responsible citizens of the community

The priority aim to promote the concept of active citizenship for young people. Setting up a Youth Local Council in Adjud, following other success example of this type developed in Romania during last 10 years, will contribute to:

- encouraging a greater participation of young people in the mechanisms of representative democracy;
- promoting the involvement of young people in participatory structures;
- supporting mechanisms to develop all types of dialogue, in order to bring young people closer to political decision-making.

National Development

Regional Development

3. Operational Objectives

Objective 1: To create favourable conditions for enhanced sport activities in the City, through refurbishment and modernisation of the existing sport infrastructure facilities and creation of new sport complexes.

Objective 2: To strengthen the NGO sector and create sustainable conditions and institutional framework for increased participation of the NGOs in the community initiatives.

Objective 3: To facilitate the young people integration and participation in the society through investing in their positive development in terms of acquiring knowledge and developing skills and competencies.

Objective 4: To promote European and national best practices in the areas of local sport, youth and civil society community development initiatives in Adjud.





Institutional Strengthening

1. Current State of Play

Adjud City Hall is one of the most dynamic and successful city halls in Vrancea County, in terms of efficient and rational utilization of the EU pre accession instruments and successful participation in other donor funded projects. The statement is based on assessment of the following indicators:

- Number of external funded projects won;
- Size of the grants received;
- Field and types of implemented interventions;
- Problems successfully solved during projects implementation period;
- Projected results obtained;
- Degree of meeting the projects targeted indicators.



The following table presents the list of projects implemented by the Adjud City Hall to date:

Name of the project	Project main focus	Amount
1. Public utility equipping and substructure modernization in Siret – Siretel Area	Improving the environment infrastructure in Siret in order to attract investments and increase living standards.	Phare 2001 854,884 EUR
2. Public utility equipping and substructure modernization in Copacesti – C. Negri – Campului Area	Improving the environment infrastructure in Copacesti – C. Negri – Campului area, in order to attract investments and increase living standards. It includes: rehabilitation of 3,5 km – water supply network, 2,5 km sewerage network and 14.875 sqm traffic network	Phare 2001 539,844 EUR



3. Centre for Assistance and Therapy for Young Handicapped	Specialized assistance for handicapped persons, offering recovery and socialized services to decrease their disabilities and to enhance the value of their potential	Phare 2001 91,198 EUR
4. Introducing the sewerage network in II nd Adjud-Nord for improving the live standard for roma citizens.	The project aims to rehabilitate the sewerage network within Adjud-Nord, to improve the living standard for Roma community, to have access to a better infrastructure level and to develop lasting partnerships between Roma communities and local public authorities	Program PNUD 56,845 EUR
5. Maximum transparency, local funds efficiently managed	The project "Maximum transparency, local funds efficiently managed" aims to improve the consolidation of administrative and financial local autonomy and to improve communication with citizens	Phare 2002 17,795.93 EURO
6. A public administration for citizen	The project "A public administration for citizen" aims to ensure quality public services delivery.	Phare 2002 17,209 EURO



At administrative level, the current City Hall structure shows 70 positions. All job positions are filled. The following table presents the Adjud City City Hall organigram and the placement of the city hall staff by relevant departments.

The needs for modernisation and improvement of the work of the City Hall in day to day management of operations of various administrative and technical processes can be grouped in the following categories:

- **Need for introduction of strategic management approach, modern tools and mechanisms both in overall management and current activities;**
- **Need for a stronger unitary interdepartmental communication and coordination;**
- **Need for immediate introduction of an efficient local policy for Human Resources Development.**

Above needs were identified as very important during the work on the City Strategy. The future recommendations for modernisation and improvement of the work of the City Hall, in particularly in light of designing and implementing EU Structural Funds projects, should also have consideration to following problems identified:



Until the production of the “ADJUD CITY DEVELOPMENT STRATEGY 2007-2013” there was

no previous strategic context available in order to gather and to prioritise the different type of interventions from various sectors, needed in order to improve the quality of the lives of the Adjud citizens. Although the Investments Department has good results in accessing European Union, World Bank and UNDP Funds, there is was not a development programme designed according to needs in the community. The absence of single and unitary framework for



community planning and development was also reflected sometimes within the votes within the Local Council, and there are examples when some projects and initiatives are failing and have no support by the decision making powers. In absence of integrated and strategic planning, it is evident that may be always free space for political influences which can negatively affect the possible opportunities for improvement of the quality of life of the people and overall modernisation and development of the city. The existence of Strategy, from now on will also facilitate the process of designing local budget based on priorities and needs and once the priorities are set, the decision taking process would be easier and transparent for the general public.

- Most of the applications are drafted within the Investments Department, sometimes with the support of Strategy Programmes and Economic Departments, but there is a serious need to stimulate and to continuous involvement of the other departments staff, according to their specific, knowledge and expertise. These processes should have multi-disciplinary approach and inter-departmental coordination, support and back up. Even the projects are implemented in good conditions and meet the indicators established and the procurement procedures are strictly respected, there is an evident huge concentration of work on a limited number of staff within the Investment Department, which on long terms can negatively affect the performance of the Adjud City Hall and its capacity to generate new and more development initiatives.



- There is no centralised folder of the evaluation reports and library of indicators of all the projects implemented until now. This would be extremely valuable for internal staff usage and also for the local councillors' study, if they consider necessary. The documentation is very important for future analysis and planning purposes. It can also be valuable tool for a clear image about all project implemented to date, about their different stages of implementation and also for gathering experience, conclusions, lessons learnt for problems resolutions in future works. The concentration of information and know how within one or two departments might have negative and undesirable influences on the activities of the organization as a whole.



- There are ongoing problems in the communication between different departments, most of the cases accompanied by lack of pro active attitude and work in order to support certain initiatives related to project developments and implementation. In the same time there is an evident lack of interest at some of the staff of the City hall for new initiatives and openness to change management, as well as lack of interest to new scenarios and methodologies of work imposed by activities normally generated by international funded projects.
- The specific lack of data and information within the City Hall, in various sectors (e.g. tourism, economy, transport, etc.), including the difficulties for their verification and cross check of validity, creates problems for strategic evidence based planning and setting targeted local policies and priorities. The reasons are due to limited usage of modern coordination mechanisms and structures for working in partnership with other stakeholders' organisations regarding setting up joint priorities and/or permanently sharing information and data through regular communication channels.
- There is also a need of more active involvement of the local councillors and other stakeholders in the strategic decisions in the City regarding development new projects of community interests and also a need for regular update on the progress of the implementation of the ongoing ones.
- The staff from Economic, Investments and Strategy – Programmes Departments attended the trainings organised by the Ministry of European Integration and other different training programmes, at occasions of different projects, but there is an evident need for improvement of the dissemination process of the knowledge and abilities get during the training sessions to the other staff inside the organisation or to different stakeholders involved.



- Only a limited number of people posses the minimum necessary knowledge and abilities to be able to work on different stages in project management field, and only very few are familiar with the procedures and requirements in this respect, but not in full context.
- The analysis also found that there is no human resources development programme, based on individual training needs assessment and according to modern principles of human resources management.



Conclusions:

Each of the issues presented above quite often lead to various undesirable situations that affect the efficiency and effectiveness of the activities of the City Hall in preparation of mature and sustainable projects. The mentioned problems combined with extremely big allocation of tasks to a limited number of departments, if not properly addressed could also lead to problems in the projects implementation, in particularly for projects funded by Structural Funds programmes.



The improvement of the interdepartmental communication and the communication with the local counselors will facilitate sound prioritization of allocation of available budgetary resources for investment projects. It will also enable and assure support required when projects implementation faces obstacles, problems, or temporary lack of resources during the implementation, and most of all durability of the projects and their ownership of the promoters.

In absence of adequate preparations, strategic planning and investment in capacity building, soon, due to the complexity of the Structural Funds Programmes of the EU, and the amount of work, information processing volume and the requirement level of specific knowledge and expertise that Structural Funds are conditioned by, its very possible that Adjud City Hall might face problems in accessing Structural Funds.

2. Recommendations

In respect to EU Structural Funds, the City Hall must put in place an adequate management procedures and institutional arrangements and timely secure overall coherence between the planning, preparation and implementation and management of future projects.

The Sectoral Operational Programme ADMINISTRATIVE CAPACITY DEVELOPMENT, prepared by the Ministry of Administration and Interior, as a framework for supporting modernisation of public administration in Romanian through funding opportunity represented by the EU Structural Funds, proposes 4 key areas of intervention for the local authorities:

1. Activities supporting the management of the reforms;
2. Strengthen capacity for strategic management and action planning;
3. Rationalisation of local service delivery and strengthening of human resource management; and
4. Implement performance monitoring and evaluation in local administration.





Based on previous analysis, the following key recommendations are identified as important for the institutional strengthening of Adjud City Hall:

◆ **Introduction of the strategic management approach as the main instrument for improving the management of resources at the local administration**

This priority recommendation basis on early experiments in the use of strategic plans at county level and in the de-concentrated services show that they support a switch in management focus from inputs to the outputs of local services and the quality of service delivery in a way that has very positive benefits for the citizen. In respect to EU Structural Funds, the recommendation proposes putting in place an adequate management procedures and institutional arrangements and timely securing overall coherence between all phases of planning, preparation and implementation and management of future projects. The pro active and on time preparation of projects will offer the opportunity:

- to better plan the interventions and to be able to find sustainable and efficient scenarios for assuring durability of the projects;
- to increase the quality of the designed applications;
- to improve the consultation process within community and with the relevant stakeholders; and last, but not least,
- to get local council support, and to find and secure the most appropriate partners needed for a quality implementation.

National Development	Regional Development
Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - "Capacity development to improve the service performance of local administration" Key Area of Intervention 2.2 - Strengthen capacity for strategic management and action planning	-

◆ **Setting of a multidisciplinary Project Implementation Unit (PIU) having as main fields of activity: identifying funding opportunities, taking decisions for accession of different funds, designing projects, implementing projects, monitoring and evaluation of current status of projects etc.**

The benefits for setting this special structure are numerous. Amongst we indicatively list only several:

- Reducing the overload of the staff of the Investment Department and supporting their work by other departments who have nominees in the proposed structure of the PIU.
- The dissemination of the knowledge will be made at a larger level within the City Hall, and this can lead to a wider and quality involvement of the other members from other departments.
- The fact that more people are involved in project management activities, combined with specializations of this people on certain phases (such as: designing application, procurement process, implementation arrangements, financial management, relationship with partners, reporting and evaluation) will lead to an increase of the capacity of the City Hall to prepare and manage more projects and thus to an increased absorption and implementation capacity.

National Development	Regional Development
Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - "Capacity development to improve the service performance of local administration"	Priority 3 – Creating the premises for a flexible labour market Action: Developing the human capital within the public administration



- ◆ **Introduction of monitoring and evaluation system of service delivery at local level which will concentrate on building of an input-output indicator framework based on performance indicators**

The recommendation aims to achieve introduction of a monitoring and evaluation culture (based on efficiency and effectiveness criteria) in to the working arrangements between a local administration and the delivery organizations.

The concrete steps for implementation of such system are detailed in the Section Institutional Arrangements.

National Development	Regional Development
Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - “Capacity development to improve the service performance of local administration” Key Area of Intervention 2.4 - Monitoring and evaluation in local administration	-

- ◆ **Modernisation of human resource management within the organization**

This recommendation will include elaboration of Human Resource Development Plan (or strategy) and Training Programme with different tailored made training modules regarding overall enhancement of the skills and know how of the City Hall administrative staff.

National Development	Regional Development
Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - “Capacity development to improve the service performance of local administration” Key Area of Intervention 2.3 – Rationalisation of local service delivery and strengthening of human resource management	Priority 3 – Creating the premises for a flexible labour market Action: Developing the human capital within the public administration

3. Operational Objectives

- Objective 1:** To contribute to the implementation of the National Sectoral Operational Programme for Administrative Capacity Development, by undertaking operational measures at local level for modernisation and improvement of the management operations, service planning and delivery and performances of the local administration of the City Hall of Adjud.
- Objective 2:** To strengthen the capacity of the City Hall administration to be able to undertake and implement integrated strategic planning using and Strategy Development, in accordance with modern tools and techniques based on international practices and EU standards
- Objective 3:** To improve the efficiency of the work within the different departments involved in management of projects funded by external donors;
- Objective 4:** To increase the absorption capacity of the City Hall of Adjud for successful participation in the EU Structural Funds of the European Union and other available donor and/or investment funding opportunities.



Part 7 – Institutional Arrangements

Implementation of the Adjud Strategy requires establishing of strong operational coordination and management structures within the City Hall. The overall coordination and monitoring will be provided by the Steering Group, composed of representatives from Adjud Local Council, Adjud Town Hall, selected business representatives, citizens associations, and NGOs. This forum will steer the implementation process and ensure adequate mobilisation of resources and co-ordination of priority investments, and as such generate confidence for the future developments of the City. The organisations and institutions delegating representatives in the Steering Group will form a Strategic Partnership.



Delivery Objectives

Public sector partners will have an essential role to play in championing the Adjud Strategy and securing delivery of the regeneration Action Plan. This joined-up approach will be essential ingredient for building mutual trust and ensuring effective co-ordination. In this context the following directions for an effective Strategy implementation delivery structure are set out:

- adoption of an integrated and holistic approach, reflecting current Government policy and wider best practice for the wider focused regeneration initiatives in Adjud;
- introducing creativity and capability for reflecting and co-ordinating the diversity of programmes and projects proposed in the Strategy Action Plan and further detailed in annual operational plans;
- focusing on economic regeneration, but also targeting challenges like unemployment, employability, health and community safety;
- empowerment and facilitating joint work between the partners with accountability and clear roles and functions, and with clearly defined management and operational responsibilities;
- supporting businesses, residents and locally elective representatives to take active participation in development projects, on the basis of an equitable and transparent way.



Way Forward & Implications

Experience elsewhere shows that there is a need of an operational delivery structure, such as Strategic Implementation Unit. This unit, led by an experienced Project Coordinator, will have an essential operational role to ensure that effective communication and co-ordinated delivery continues during the life time of the implementation of the Adjud Strategy Action Plan. In addition, the Strategic Implementation Unit will become the clear focus for ensuring that public and private sector partners carry forward agreed actions and are responsible for progressing actions where no individual partner has primary responsibility.



A Town Project Champion, with public reputation, usually well known and respected among citizens, should also be identified. The Town Champion's primary role will be to advocate and promote the wider benefits of the Adjud Strategy and Action Plan and continue to build support among public and private sector partners.

The Strategic Implementation Unit will report to the Local Council and the City Hall as decision making bodies.

The whole process should be structured with a formal Adjud Strategic Partnership, signed by Adjud City Council, Adjud City Hall and all relevant stakeholders with nominated representatives in the Steering Group. It will be essential to ensure that the new partnership has enough independence and 'clout' to be effective.

Adjud Strategic Partnership

Key Roles

The key partners namely Adjud Local Council, Adjud Town Hall and other major stakeholders as business representatives, citizens associations, and NGOs and the key members of the Steering Group will adopt a formal partnership agreement. The partnership agreement would:

- commit all parties to the principles of the Adjud Strategy;
- establish a partnership management board operationally supported by the Strategic Implementation Unit, as a secretariat;
- co-opt appropriate members to ensure effective and meaningful business, local community and youth involvement;
- identify a town project champion;
- undertake detailed development planning and programming;
- establish and monitor key performance indicators including retail and housing investment, local training, employment, social regeneration, green environment and sustainability standards;
- prepare annual Strategy Implementation Plans and Operational programmes;
- ensure general Strategy implementation review every year and evaluation after three years.



Adjud Strategic Implementation Unit

Maintaining an appropriate separation between the Partnership and Executive functions will be important to ensure accountability. The following functions are envisaged as being the responsibility of the Strategic Implementation Unit:

- lead, manage and co-ordinate investment in Adjud within the Strategy Action Plan;
- work with the Town champion to promote the Adjud Strategy among public, private, voluntary and community partners and ensure that investment priorities are aligned;
- refine and deliver an agreed agenda based on the vision, strategic priorities and action plan that is set out in the strategy;
- develop funding packages and secure funding for other economic development, social and environmental improvements;



- encourage and promote participation of businesses, public institutions, NGOs and residents in development programmes of wider community interest;
- report to the Adjud Strategic Partnership as the policy focussed, decision making accountable body; and
- work together with local agencies, businesses and elected community representatives, to ensure long-term viability and sustainability of development programmes and projects initiatives in Adjud..





Part 8 – Monitoring and Evaluation



A good monitoring and evaluation (M&E) system will be set up. This system can make the difference between the Adjud strategy that has an impact on the ground and the one that remains merely an expression of good intentions. It is a crucial part of laying the foundation for better decision-making on an on-going basis and creating a strategy that can adapt to changing needs and conditions.

It is proposed an IT monitoring and evaluation system that will ensure Adjud strategy implementation meets its main objective of fostering positive change, and also that the strategy can adapt to evolving needs and conditions. The M&E system is vital component for the success of the strategy. However, its development and implementation in practice is time consuming process and requires substantial human and financial resources.

Monitoring and evaluation involves:

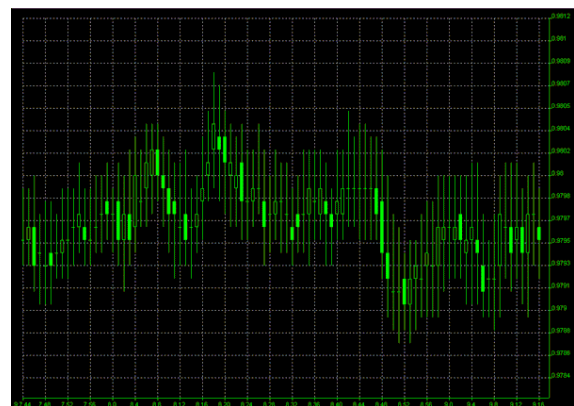
- Monitoring the process of implementation—to ensure that the *actions* outlined in the strategy are being taken and that resources are being allocated and used effectively;
- Monitoring the *outcomes* of the actions—in terms of investments in infrastructure and changes in policies, institutional frameworks, and management instruments;
- Evaluating the progress towards the achievement of *goals and objectives* in relation to actions; and
- Using the information gained to refine the strategy and to inform decision-making at different levels.

An overview of the roles that performance indicators will play in the M&E process

Performance indicators will be basic building blocks of the monitoring and evaluation system. Given the fact that they form an integral part of the design framework, they provide the baseline needed for M&E during the Strategy implementation.

The indicators will help to answer key questions at various stages during the implementation of the strategy, such as where are we now, where do we want to go, and are we taking the right path to get there, and, finally, are we there yet?

Where are we now? As part of a baseline assessment at the beginning of the strategy process, indicators will help to determine what the problems are, where they are, and their level of severity. This will be done through a comprehensive assessment of resources requirements and availabilities, and through targeted assessment focused on specific problem areas that have been identified. Some of these indicators will feed into the monitoring and evaluation system — providing a baseline against which to measure progress during implementation. Information provided by the baseline assessment indicators will help to decide on implementation priorities and serve as a useful input into stakeholder dialogues during the strategy implementation process.





Indicators will also be used in identifying the necessary actions by helping to assess the effectiveness and efficiency of operations various stakeholder institutions, but also to assess effectiveness and efficiency of policies and regulations enforcement, etc.



Where do we want to go? Once priorities and basic goals, objectives, and actions have been agreed upon, the process of defining indicators for monitoring and evaluation can help to set and refine specific targets.

Are we taking the right path to get there? As part of an M&E system, indicators will signal when a strategy is off track—when actions are not being taken or are not resulting in the desired outcomes and impacts. At the day-to-day project management level, indicators will be used to track inputs e.g. are the human and financial resources allocated to different activities adequate and are those resources being disbursed and used efficiently?

Are we there yet? Evaluating progress towards goals and objectives will be important not only from the standpoint of identifying when and where adjustments are needed but also for the purpose of accountability and building and maintaining support for the strategy overall implementation.

Basic steps in developing indicators as part of an M&E system of Adjud Strategy

There are various approaches to defining indicators. The model recommended for developing the Adjud Strategy M&E system will be based on the following approach:

Step 1: *Make sure that targets associated with strategy goals, objectives and actions are clearly defined and agreed upon; and that the inputs necessary carry out actions are identified.*

Step 2: *Define indicators for each target based on stakeholder consultations and on criteria, such as relevance, reliability, and cost-effectiveness. Involve stakeholders who cause or are affected by the problem or issue addressed in the target; who have relevant information or expertise; and who will be responsible for implementing indicators.*

Step 3: *Select indicators to track human and financial resources and ensure that they are being disbursed and used efficiently.*

Step 4: *Check to make sure that indicators relate clearly to targets, and that these in turn support the achievement of actions, objectives and goals. Identify and fill gaps. Refine indicators and/or targets as necessary.*

Step 5: *Calculate human and financial resources needed to apply the indicator package. Evaluate whether the package is a good investment, i.e. the human and financial resources required are commensurate with the value of the various indicators employed.*

Step 6: *Agree on the agencies/institutions that will be responsible for applying the different indicators, how, and how often.*

Step 7: *Determine how the information resulting from the different indicators will be managed: how it fits into decision-making processes, both specifically related to the strategy but also ongoing policy and planning processes; how information will be amalgamated to get a more comprehensive picture of progress; and how it will be communicated to stakeholders.*



Step 8: *Include requirements for M&E package in capacity building plan, budget, and staff allocation.*

The following Box 1 highlights some important general issues relevant for establishing Strategy M&E system:

Key Issues Relevant for Establishment Strategy M&E Systems

Determining frequency of monitoring and reporting: Should be based on how rapidly conditions are changing and the significance of change. In general, processes need to be monitored frequently and need to be part of regular management activities. Action monitoring is generally tied to specific milestones. Objectives have a longer time horizon—depending on the specific objective, this may mean monthly, quarterly, biannual, or annual monitoring. Progress on goals may take many years to emerge; this may mean annual monitoring, but reporting every year or even every three years—again depending on the targets defined.

Coordinating monitoring efforts across agencies: Creating the kind of M&E system needed for the strategy often involves linking the data collection activities of multiple agencies. This can be a challenge, especially if agencies are not used to working together, much less sharing information. One possible solution is to create a ***Monitoring and Evaluation Unit*** with representation from organizations and agencies carrying out relevant monitoring activities. Also make sure that agencies understand how the data they provide is being used and that the flow of information is not solely one way.

Managing data: Investment in designing a good data management system is money well spent. When considering the design of such a system, consider current needs as well as future ones. Solicit input from a range of end users of the system.

Communicating with stakeholders: An often neglected aspect of monitoring and evaluation is communicating results to stakeholders—this includes those directly involved in implementing the strategy as well as the general public. Regular stakeholder communication can help to mobilize support for the strategy and to increase accountability. Effective communication means packaging information in a way that is readily understandable to the target group and that addresses their needs or concerns.

Linking to decision-making and planning processes: Part of the on-going work of the strategy process is to support better decision-making. M&E is a valuable tool in this effort—but only if M&E results are provided to decision-makers at all levels in a readily accessible form that meets the end users' needs.

Building a system that encourages improvement and adaptation: A good monitoring and evaluation system should support improvement and adaptation at several different levels. At the project management level, a monitoring and evaluation system should provide information needed to improve the efficiency of the implementation process and the performance of those involved. At a strategic level, it should also support regular reviews of the strategy itself—to reevaluate chosen courses of action and take into account changing contexts. The monitoring and evaluation system itself should also be subject to regular reviews.



Box 2 below presents some lessons learnt from best practices in EU regarding the development of M&E systems for Strategy implementation. They will be taken into consideration during the development of the Adjud City Strategy M&E system.

Key Lessons Learnt from International Practice regarding Development of M&E Systems for Strategies

Key lessons

- Indicators should clearly relate to the targets defined for the strategy's actions, objectives and goals.
- Indicators need to be defined and analyzed as part of a logical framework of relationships between goals, objectives, actions and the intended outcomes and impacts. In some cases these relationships may only be hypothesized, in which case part of the work of the M&E system is to test hypothesized links.
- Stakeholders should be involved in defining indicators and should clearly see how the information provided by the indicator relates to their concerns and activities.
- It should be clear who is responsible for applying each indicator and how the resulting information will be utilized in the process—who needs it when.
- M&E needs to take into account that impacts may differ according to location and gender and socio-economic status of beneficiaries.
- The human and financial resources required for M&E need to be considered and factored into budgets and capacity-building needs.
- The results of M&E activities should be communicated regularly to stakeholders—to help mobilize support for the strategy and to increase accountability.





Part 9 – Resources

This section includes:

- Presentation of the execution of Adjara city's local budget's incomes and expenses;
- Analysis of some financial indicators;
- Prognosis of the local budget and analysis of Adjara city's financial credibility;

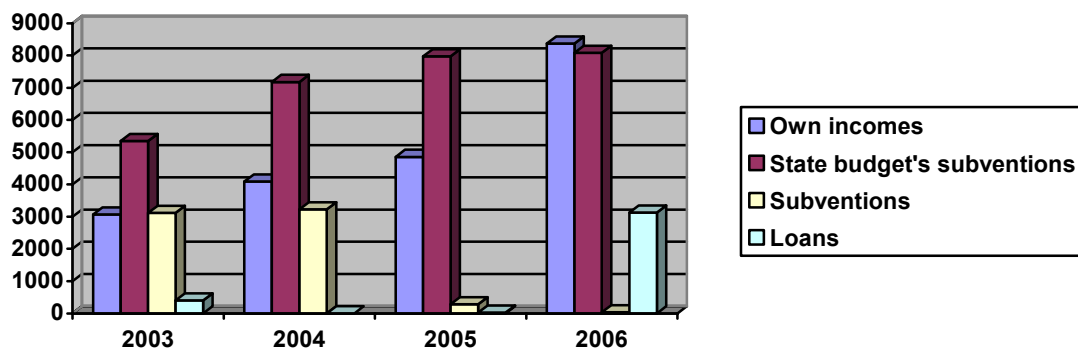
Execution of the income

The Structure of Adjara City's Local Budget's Incomes

Local Budget's incomes are divided into 3 categories: Own Incomes, State Budget's Allowances (The amounts distributed from VAT) and Subventions.

Thousands
lei

INDICATORS NAME	Indicator Code	Made in 2003	Made in 2004	Made in 2005	Programme 2006
VENITURI TOTALE		11.935	14.504	13.126	19.601
I. OWN INCOMES		3.069	4.095	4.854	8.366
II. VAT AMOUNTS	11.02	5.346	7.181	7.969	8.077
III. SUBVENTIONS		3.120	3.228	281	30
IV. WORKING CAPITAL LOAN		0	0	22	0
V. INTERNAL LOAN FOR INVESTMENTS		400	0	0	3128





By analysing the evolution of the City Hall Local Budget's incomes Adjuda in the last three years we can observe smooth increment of our own incomes. Local administration embraced in these years one policy of attracting new resources, for example the incomes from assets selling that belongs to public and private area not taking into consideration the fact that in perspective a sure resource from the budget has been decreased, namely rental and concession incomes.

Also, the budget is still mainly based on allowances from the state's budget (about 71 % in 2003 and 2004, and 63% in 2004 from incomes total) without using at full capacity its auto-financing potential in the next period, in order to support the achievement in 2004 (in this period investing in infrastructure – proof being the loans contracted in 2003 and the one from 2006 and the projects financed irredeemable funds (PHARE).

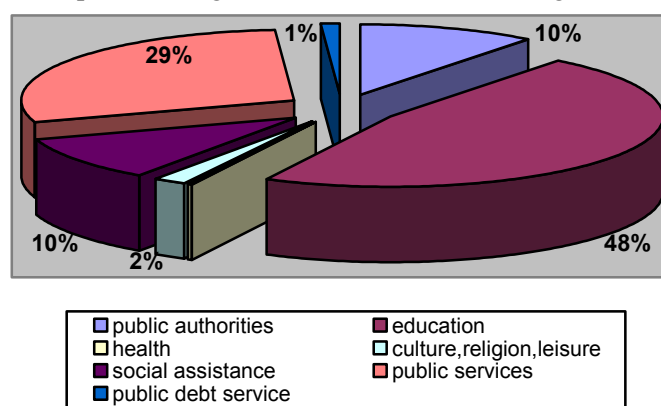
Execution of the expenses

The Structure of the Local Budget's Expenses

As regards the expenses, these are limited having in view obligatory expenses which have to be engaged according to annual budgetary law and to specific normative acts that are so that makes impossible a real prioritization of other expenses necessary for community development.

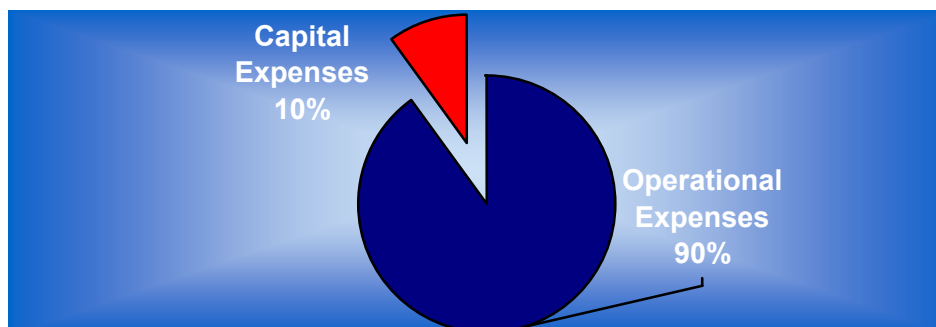
The institutions financed by the local budget are 7 kindergardens, 7 general schools and 2 high schools, one library, one culture house, the hospital, other services and utilities being ensured through the departments organized within local public administration.

By analysing the budget on expenses categories we notice the following distribution of expenses:



By analysing the structure of Adjuda's local budget's execution in 2005 we can observe that almost half of it is allocated to education (48 %), then public services (29 %), social assistance and public authorities with 10 % for each, and culture (2 %), and public debt service (1 %).

Capital expenses in total budget are close to 10 % while in 2006 considering the contracted loan, these are 30% from total of expenses, what suppose that local administration is directly interested that Adjuda city to become an attractive centre for investors but also for citizens and tourists.



Of investments projects we can mention: water delivery for Adjuda Vechi 5,5 km, water utilities assurance, sewage, gas, electricity, vertical systematization, roads, blocks area ANL – Garofiței, "Implementation of waste management system" programme at Adjuda city level, programme "Rehabilitation of delivery and sewage systems of water waste –Adjuda city" etc.

FINANCIAL INDICATORS

According to public authority desire to lend, to develop long term investments, having also in view other sources of finance than its own ones, city's financial credibility must be analysed by using financial indicators.

Adjuda financial status can be described according to the difference between expenses necessary and disposable resources, being measurable through some indicators grouped in 4 subgroups:

1. The capacity to generate incomes
2. Expenses rigidity
3. Indebt capacity
4. Financial management capacity



1. **The capacity to generate incomes** – defines the existence of an adequate level of the incomes and the measure in which local administration is controlling local incomes;

From collected and processed information regarding the incomes realized in the period 2003 – 2005, it becomes evident that in a series of financial indicators, for example, the capacity to generate incomes can be relieved to what extent does the city controls its local income, if there is a corresponsive level for these as well as the possibility for these resources to be available the next years. The predictability of the incomes is essential for the credit analysis, since the redemption/reimbursement of the debt involves a re-payment chart. This requires observation and planning, no matter if we have better/worse moments.

CGV 1 – percent of incomes from the property tax rate from the total incomes;
CGV 2 – percent of fiscal incomes from the total incomes;
CGV 3 – percent of current incomes from the total incomes;
CGV 4 – operational incomes as a percent from the total incomes.



Indicator	2003	2004	2005
CGV 1	976/11935= 8,18	1356/14504=9,35	1378/13126=10,50
CGV 2	1313/11935=11,00	1812/14504=12,49	1930/13126=14,70
CGV 3	1908/11935=15,99	2214/14504=15,26	2772/13126=21,12
CGV 4	11461/11935=96,03	14230/14504=98,11	12865/13126=98,01

It can be noticed that:

- The percent of the property tax rate in the total of incomes evaluated in constant prices for 2005, registered a smooth increase, but generally this is maintained at a level that is approximative equal in the total of our own incomes. This illustrates the fact that, temporally, the local authority can rely on this income source, which provides a certain security degree. Beside the fiscal importance of this tax rate, we must also take into consideration the associated value of the taxation basis which reflects a certain stability of the local economy.
- The percent of fiscal incomes in the total of incomes registered also a increasing trend;
- The percent of current incomes in the total of incomes is increasing;
- The percent of operational incomes in the total of incomes registers an increasing trend, that determines the decrease of the capital incomes balance, destined for investments. The operational incomes are also grouped, besides the sources presented above, generating a series of additional resources, lesser stable from year to year, used to equilibrate the local budget and/or to subsidize activities.

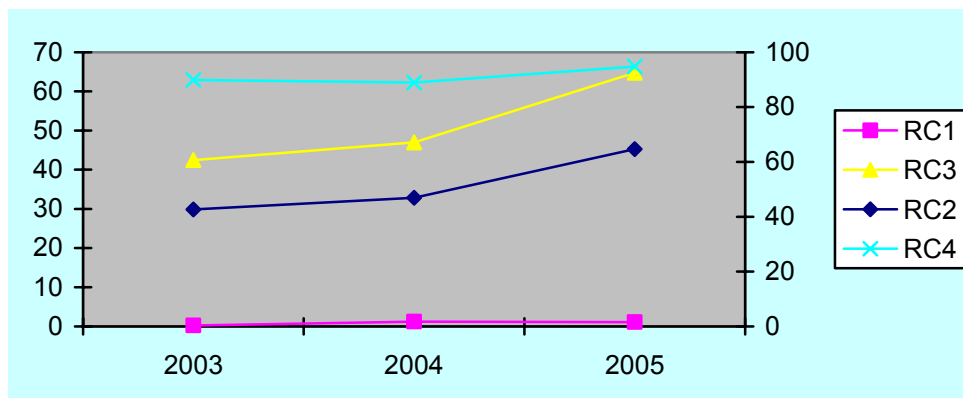
2. **Expenses rigidity** – defines the flexibility degree that the local authority has in resources allotment for different destinations.

RE 1 – expenses for financing the public debt service as percentage of total expenses;
RE 2 – expenses for financing the debt service and staff costs as percentage of total expenses
RE 3 – expenses for financing the debt service, staff expenses and subvention expenses for heat energy
RE 4 – current expenses and the ones for financing the debt service as percentage of total expenses.

Indicator	2003	2004	2005
RC 1	30/11933=0,25	177/14482=1,22	144/13126=1,1
RC 2	5091/11933=42,66	6798/14482=46,94	8493/13126=64,70
RC 3	5104/11933=42,77	6804/14482=46,98	8500/13126=64,76
RC 4	10733/11933=89,94	12881/14482=88,94	12446/13126=94,82



The analysis of this indicators group shows how flexible or how rigid are the different types of expenses. The expenses flexibility helps community to be more financial credible. More the expenses rigidity is lower, more the local public administration reduces easier the expenses when situation asks for it, so that can maintain and assure the public debt service honouring.



Staff costs weight in total budget has registered an increasing trend, which determined the increase of current expenses in total expenses.

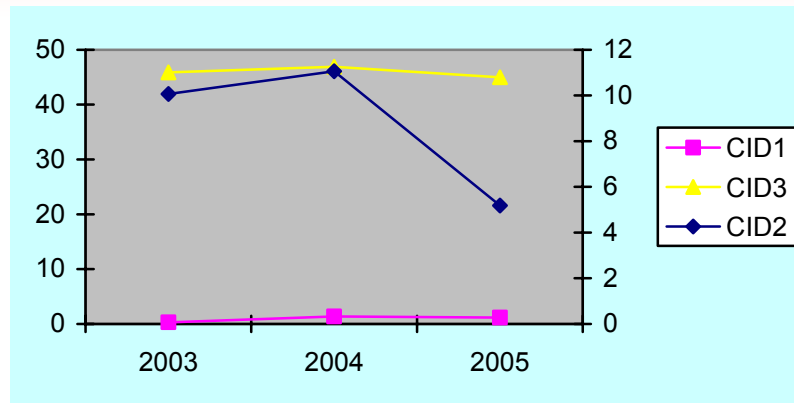
These indicators are cumulative. By analyzing them, we can conclude that expenses have become less flexible towards the end of analysed period. The main reason for this has been the staff costs increase. This increased rigidity of expenses due to legislative provisions has imposed to local authorities some new expenses categories without financing sources assurance provision.

3. Indebt capacity (investment and debt contraction) – defines the measure in which the local authority attaches importance to capital expenses and to their capacity to attract financing long term investments.

The indebt capacity is determined of how much the society can keep from recurrent incomes for paying the annual service of public debt.

CID 1 – percentage of annual service of public debt in total current incomes
CID 2 – investments percentage in total incomes
CID 3 – percentage of long term expenses financing in total investments

Indicator	2003	2004	2005
CID 1	$30/10733=0,28$	$177/12881=1,37$	$144/12446=1,16$
CID 2	$1200/11933=10,06$	$1601/14482=11,06$	$680/13126=5,18$
CID 3			

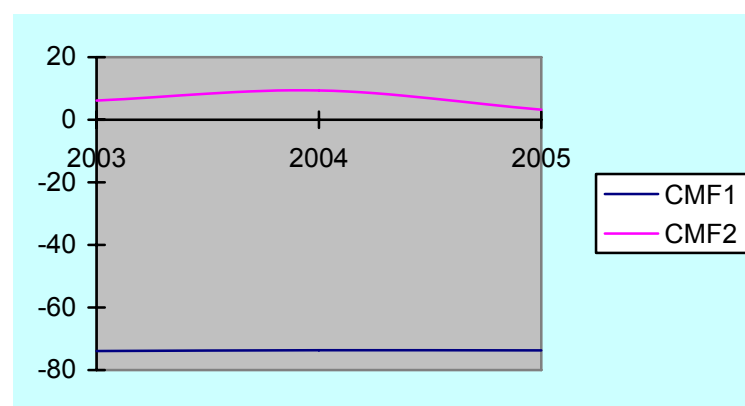


From the chart we can notice that municipality had a decreasing trend regarding investments financing from local budget, the financing being made of irredeemable funds.

4. Financial management capacity defines the degree in which local public authority is capable to realize resources management;

CMF 1 – current incomes minus current expenses as % from total of incomes
CMF 2 – operational incomes minus current expenses as % from total of incomes

Indicator	2003	2004	2005
CMF 1	$-8825/11933 = -73,95$	$-10667/14482 = -73,66$	$-9674/13126 = -73,70$
CMF 2	$728/11933 = 6,10$	$1349/14482 = 9,32$	$419/13126 = 3,19$





Prognosis of the local budget and analysis of Adjud city's financial credibility (2007 – 2013)

For projecting the financial status of Adjud for the next 7 years it must be taken into consideration:

- strategic directions regarding locality socio-economical development;
- mayor financial political statement for 2007 and next years;
- narrower admeasurements of public expenses by respecting the regulations concerning staff expenses, materials expenses and public institutions endowment expenses and provided services quality improvement;
- assuring with priority the necessary funds for projects and programs co-financing by some international organizations that participate with Structural Funds;
- grounding the proposals for 2007 and appreciations for 2008-2013 based on realistic and cautious expenses levels in agreement with last years recorded performances taking into consideration that an unrealistic level of expenses restricts investments and savings.



The general financial results given above, presented in a way that all incomes sources are classified rather than all the expenses structured in chapters and subchapters) doesn't provide the information about the local authority needs for determining its financial status and indebt capacity. This can be achieved by analysing the financial data reorganized in following two categories namely:

- **operational budget** constituted from incomes and expenses necessary in order to ensure running and maintenance of current activities (wages, assets and services, transfers, other expenses);
- **capital budget** constituted from investments expenses and afferent incomes;

In order to establish the indebt capacity, the city has to determine its **operational surplus** (recurrent incomes-operational expenses) which covers first public debt service and the rest needs to be allotted for investments and eventually to be also constituted a surplus fund.

Reccurent (operational) incomes are formed of current incomes – sure incomes (fiscal incomes + non-fiscal incomes) to which it's added other incomes for which there is no certitude that they can be allotted from year to year, we can not count on these incomes in order to finance public service debt (for example the amounts distributed from VAT for financing decentralized expenses or for balancing the budget, subventions from the state's budget or other budgets for current activities).

Operational expenses – necessary expenses in order to ensure running and maintenance of current activities (wages, assets and services, transfers, other expenses);

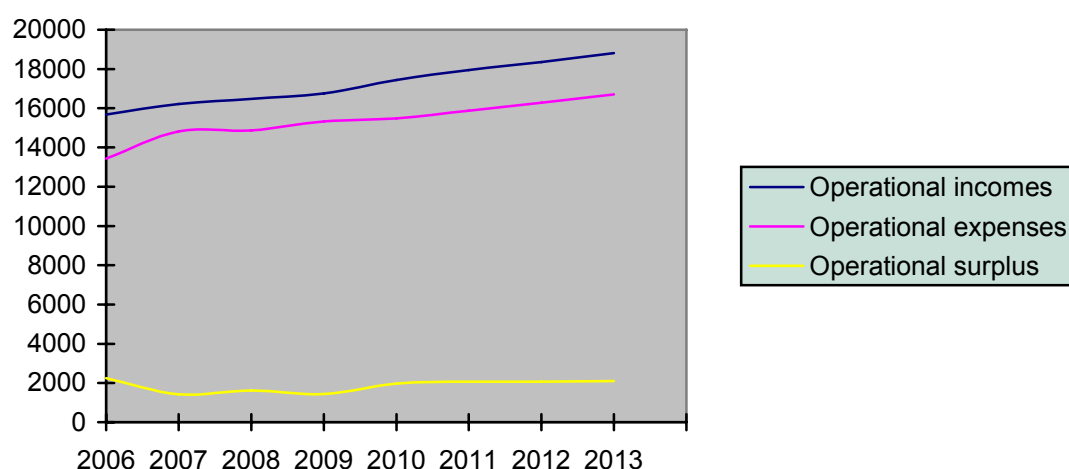
Public debt service is constituted of disbursement of the interests, errands and loans reimbursement.

Operational budget projection for 2006 – 2013



Thousands RON

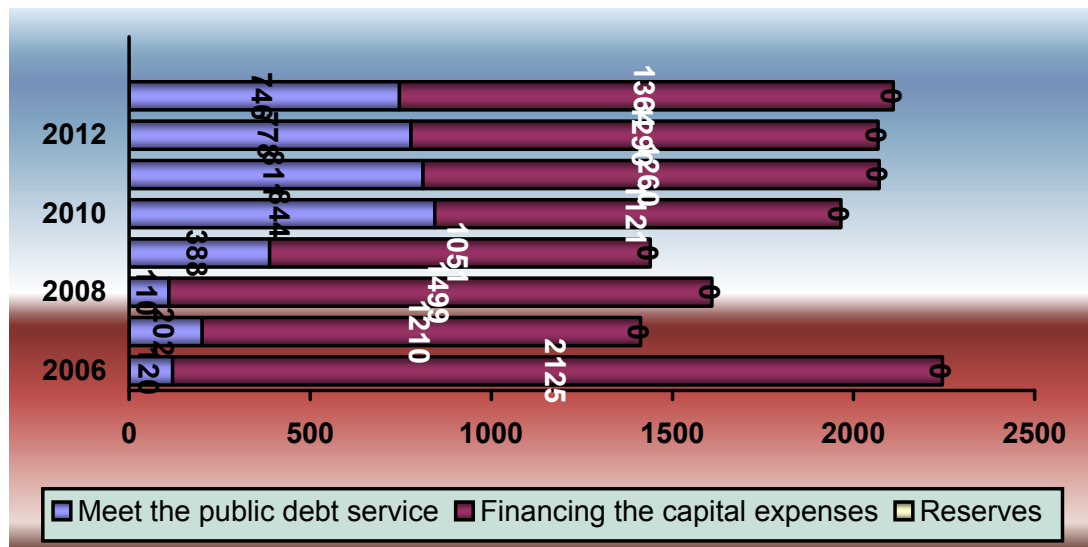
Indicators name	2006	2007	2008	2009	2010	2011	2012	2013
TOTAL RECURRENT INCOMES	15.683	16.224	16.478	16.759	17.449	17.954	18.354	18.814
Property tax	2.100	1.900	2.034	2.175	2.328	2.491	2.616	2.749
Other local taxes and duties	5.476	4.904	5.071	4.970	5.386	5.579	5.745	5.902
Donations and sponsorships	0	0	0	0	0	0	0	0
Other allowances and subventions received from state budget	8.107	9.420	9.373	9.614	9.735	9.884	9.993	10.163
Operational expenses –	13.438	14.812	14.869	15.320	15.484	15.883	16.286	16.704
Staff expenses	9.732	10.495	10.755	11.016	11.276	11.536	11.796	12.056
Materials expenses	2.596	3.057	2.832	3.000	2.882	2.999	3.120	3.256
Other expenses	85	60	62	64	66	68	70	72
Social assistance	1.025	1.200	1.220	1.240	1.260	1.280	1.300	1.320
NET OPERATIONAL SURPLUS (Recurrent incomes – operational expenses)	2.245	1.412	1.609	1.439	1.965	2.071	2.068	2.110
Meet the public debt service	120	202	110	388	844	811	778	746
Financing the capital expenses	2.125	1.210	1.499	1.051	1.121	1.260	1.290	1.364
Reserves								
TOTAL RECURRENT EXPENSES (Operational expenses + net operational surplus)	15.683	16.224	16.478	16.759	17.449	17.954	18.354	18.814
CURRENT SURPLUS/DEFICIT (Recurrent incomes – recurrent expenses)	0	0	0	0	0	0	0	0



As we can notice, between 2006 – 2013, operational incomes necessary for current actions performance registers an ascendant trend, and operational expenses a little lower trend, ensuring in this way an



operational surplus that can cover public debt service and partial finance the capital expenses as we can also notice in the chart bellow.



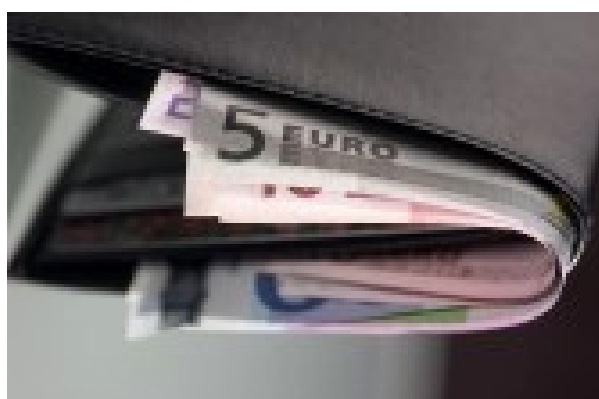
We have also to specificate that generally, the need to invest is a lot bigger than the available financial resources, than of a part of the operational surplus which can cover the capital expenses. Therefore, for this difference we must appeal to other financing sources mentioned in **first part**.

In order to effectuate a real analysis regarding the need to invest and also the possibility to finance them we must elaborate a long term investments programme of whom investments objectives should be prioritized according to certain criteria and annually distributed into the capital budget in terms of current financial sources and those which will be obtained following this basis. Within this analysis we recommend the usage of a financial example which allows the execution of some scenarios in condition to elect the most efficient solution.

On the basis of elaboration of the investments programme for the period 2006 – 2013 must stay the long term investments programme, which, through its projects, leads to the realization of the community development strategy.

Long term investments programme reflects a complex approach of local community development strategy key elements and also the financial strategy establishes the expected investments priorities, basing on citizens consultancy regarding the identification of new investments, encourages infrastructure financing, giving informations to potential investors.

The elaboration of many years plan needs the preparation of a medium or long prognosis over the incomes, the expenses and the operational surplus which can be used for investments and for covering the public debt service.



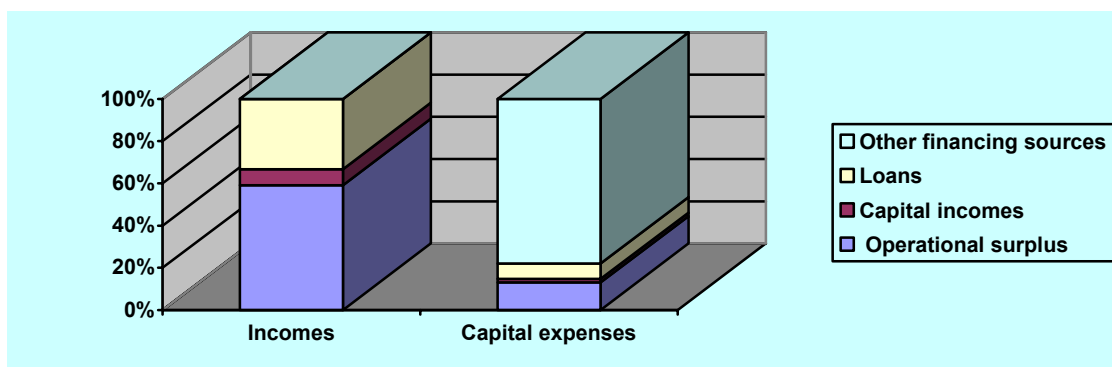


Capital budget projection for 2006- 2013 (quantizing and investments election is hypothetical for those which a loan was obtained)

Thousands lei

Indicators name	2006	2007	2008	2009	2010	2011	2012	2013
TOTAL CAPITAL INCOMES	6006	2374	2536	1.685	1342	1496	1476	1550
Operational surplus	2125	1210	1499	1051	1121	1260	1290	1364
Capital incomes	790	180	193	206	221	236	186	186
Loans	3091	984	844	428	0	0	0	0
Investments subventions	0	0	0	0	0	0	0	0
TOTAL CAPITAL EXPENSES	6006	2374	11536	10685	1342	1496	1476	1550
Rehabilitation buildings institutions	682	604	505	20	20	20	50	60
Street modernisation	135	200						
Edilitary networks	4599	520	980	683	756	898	836	745
Salubrity	522	400	410	420	430	440	450	460
Other investments expenses	68	170	282	134	136	138	81	0
Water delivery			4500	4500				
Sewage			4500	4500				
EXCEDENT/DEFICIT (Incomes- Expenses)			(9000)	(9000)				

The analysis of the cash-flow generated by the operational and capital budget denote the fact that the operational excedent (the surplus), for example in 2008 and 2009 de 1499 thousands lei, and 1051 thousands lei, can't cover in whole the investments financing necessary (11536 thousands lei, and 10685 thousands lei), reason for which the possible alternative for covering the deficit that results from the capital budget projection (capital incomes – capital expenses) stays the financing through loans, municipal debentures, Structural Funds etc. On this line we have to prepare in time investments projects, their prioritization and to elaborate all activities linked to the elaboration of project fiches in order to obtain funds for their implementation.



Choosing the investments financing variant from Structural Funds, having in view that for certain investments projects the local contribution is of 2 %, this could be sustained by the municipality by contracting a loan because from the indebt capacity analysis, results that the city is enframed in the limit of debt service, which in the case of an optimistic scenario is of 2.954 thousands lei in 2008 and 3.130 thousands lei in 2009.

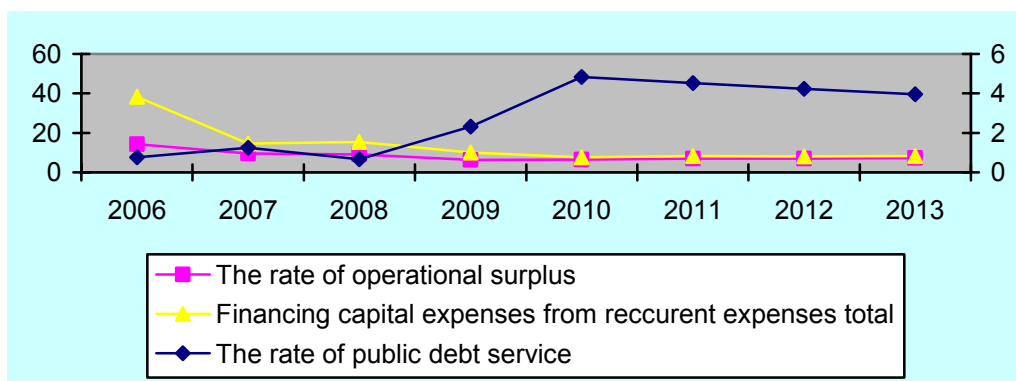


Taking into account provisions concerning 2006 – 2013, Marasesti financial status can be identified through a series of financial indicators which can prove the capability of sustaining the public debt service in this period, and also the possibility to co-finance structural projects. It should be noted that establishing the budgetary forecast requires scenario analysis. In this respect, all the incomes and expenses analysis must be taken into consideration, based on 3 scenarios: optimistic, moderate, pessimistic. Finally the moderate one was chosen, and it is based on a series of local financial principles as:

- annual adjustment of taxes and duties level according to inflation rate, on the 6% average;
- applying annual fiscal policy of increasing of some taxes and duties categories up to 15%;
- maintaining current expenses to a smaller level than 90% of total expenses;
- maintaining capital expenses to a minimum level - 10% of total expenses;
- increasing the salaries with regard to legal stipulation and through founding new services – in 10% annual;
- increasing social protection expenses with 6 %;
- maintaining a report of public debt of 30% current incomes maximum and income tax distribution rate.

Below are provided a series of financial indicators that demonstrate the financial credibility of Adjud city to indebt:

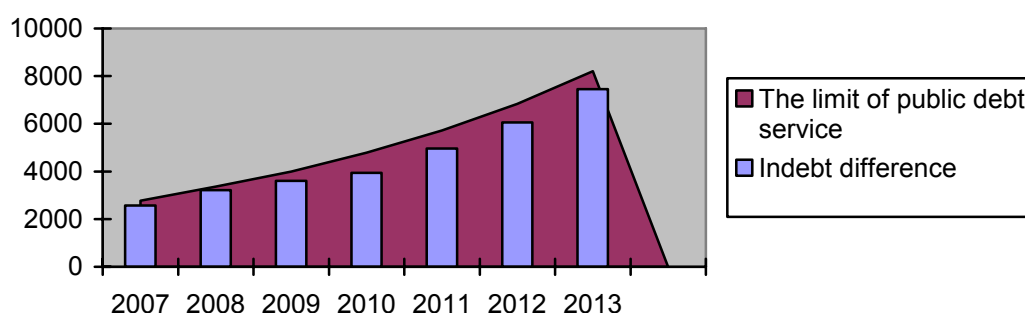
Nr	Denumire indicatori	2006	2007	2008	2009	2010	2011	2012	2013
1	The cover rate of operational expenses from operational incomes	1,167	1,095	1,108	1,094	1,127	1,130	1,127	1,126
2	The cover rate of capital expenses from operational incomes	71,7 %	65,1%	41,9%	96,4%	49,7%	95,7%	96,0%	96,2%
3	Operational surplus rate	14,3 %	9,53%	9,09%	6,27%	6,42%	7,02%	7,03%	7,25%
4	Public debt service' rate	0,76 %	1,25%	0,66%	2.32%	4,84%	4,52%	4.24%	3,96%
5	Capital expenses financing as percentage of current expenses	38,3 %	14,63%	15,39%	10,05%	7,69%	8,33%	8,04%	8,24%
6	Public debt service limit (30%) – thousand ron	2510	2781	3331	3989	4779	5726	6842	8200
7	Difference to the debt service limit – thousands ron	2390	2579	3221	3601	3935	4955	6064	7454



From the chart we can notice that:

- operational surplus rate maintains at a constant level what leads to the idea that municipality didn't want to attract new local sources, the budget being fundamented having in view only the prognosed inflation index
- Public debt service rate from 2010 is decreasing, the municipality being able to appeal credits up to the maximum limit
- Capital expenses financing from recurrent expenses registers a decreasing, due to the increasing of staff expenses and other social protection expenses

Concerning the framing into indebt maximum limit and the indebt possibility in future exists reserves for the analised period.



In conclusion, Adjudo city has the capacity to invest, to contract loans up to public debt service limit of 20%, to access Structural Funds for which it has to assure the own contribution, from own sources of local budget and from bank loan.

In this context, the own incomes must be very well administrated, seeing the taxable weight inventorying and the establishment of a healthy fiscal policy, supportable for community and, in the same time, plentiful enough for covering all necessary expenses.

We recommend the institutionalization of the budget elaborating procedures and of the long term investment programmes having in view priority criteria linked to the community development strategy.

The mayor's annual report, the establishment of the budgetary policy statement for the current year and future time frame, gathering of proposals from the civil society, business environment and the institutions subordinated, all these are real, actual tools for budget and investments list substantiation which correlated with locality's development strategy will lead to strengthening the activity.

All these investment projects included in the investments list and in the actions programmes regarding the achievement of strategic guidelines must be implemented, monitored and made known to the community.



ANNEXES



Annex 1: Public Consultation

What we mean by consultation and engagement?

Consultation in Adjud is defined as the process of deliberation, to seek information and advice, to take into consideration (Oxford Concise Dictionary). Engagement is about providing opportunities for local residents to influence the decisions made by Adjud Council.

Why a consultation and engagement strategy?

The purpose of this consultation and engagement strategy is to improve how the Council consults and involves citizens and other stakeholders in decision making, and to ensure that their views are used to improve Adjud's services and inform the development of policies. The strategy sets out clear objectives, principles, standards and an action plan for consultation and engagement.

The consultation and engagement strategy aims to:

- ensure that consultation is effective and meaningful for the people involved and for those using the information;
- ensure that the outcomes of consultation and research are used to inform policy and decision making;
- improve the coordination of consultation between directorates and key partners; and
- provide better value for money from the consultation that takes place.

This strategy provides a policy framework for consultation and engagement and the overlapping areas of survey research and communications.

Why does Adjud Council consult and engage residents?

We consult and engage in Adjud so that residents can influence:

- Vision – ensuring that residents have an input into decisions so that the vision better meets their needs;
- Priorities – involving residents on decisions on the Council's strategic management issues; and
- The future – allowing residents to participate fully as citizens in developing a better community in Adjud.

Consultation and the involvement spectrum

Consultation in local authorities takes many forms, from relatively narrow, formal procedures about a specific proposed scheme or development, to consultation about the direction a Council is taking – its priorities, political management or budget. One technique may be used, or a number as part of a consultation package.

The defining factor is that the person being consulted makes an input to be considered in decision making. They are not simply being given information, or being involved so far as to have responsibility for decisions delegated to them; consultation lies between these two poles of stakeholder involvement.



Consultation and the involvement spectrum:



These elements of involvement invariably overlap, and indeed an effective involvement process is likely to include a number of them.

Consultation and information

Adjud's consultation strategy is an important part of its approach to communication. Through consultation, we are developing a sustained dialogue between the Council and its various audiences and stakeholders, which involves listening as well as talking. Consultation is a channel for communication in a number of ways, namely:

- Communication with the individuals being consulted: we need to make sure when consulting people that we have the right branding and communicate the right messages. People are also more likely to be engaged if they feel informed.
- People who have been consulted communicate with others in the community about the Council. If they have had a good experience of consultation, they will encourage others to participate and engage in the future.
- Consultation can provide material for media coverage, for example: feature articles, stories for trade and technical journals, articles in academic journals and items in the national media.

When to consult

Consultation needs to take place:

- at the final stages of the process – when a preferred option is being proposed or considered;
- as part of regular customer satisfaction surveys to improve service delivery;
- when there are new or emerging issues, or as part of community visioning; and
- if there is a statutory duty to do so.

Who to consult

Who the Council consults largely depends on the issue under consideration. Local planning initiatives or consultations on particular services may target a narrow group of stakeholders, whereas a Council-wide consultation may have a much wider focus. Consultations may include some or all of the following stakeholders:

- Citizens
- Elected members
- Members of staff / staff forums / trade unions
- Carers and families
- Local businesses and people who work in the community
- Partner agencies and other key organisations
- Voluntary groups
- Interest or pressure groups – e.g. tenants associations, residents associations
- Groups of people defined by a common factor such as age, disability, gender or ethnicity



Making consultation inclusive

As well as the general groups identified above, the Council also consults with specific groups who, for a variety of reasons, do not tend to take part in consultation activity; a more targeted approach is required. These groups are often described as “hard-to-reach” groups.

These groups are described as hard to reach because traditional or standard methods of research and consultation may not be appropriate or may not achieve a sample that will produce valid and reliable results. Research with hard-to-reach groups therefore tends to be qualitative. Examples of hard-to-reach groups include:

- Children and young people
- Some older people, such as the housebound
- Minority ethnic groups, particularly those who do not speak Romanian
- Homeless people.

Hard-to-reach groups should not be defined purely in terms of their demography, as behavioural and attitudinal definitions are also relevant. It can be hard to reach people who think the Council does not care about them or that the Council does not listen to their concerns. The Council should develop a “Good Practice Guide to Consultation” that will include a number of mechanisms for consulting hard-to-reach groups.

Statutory requirement to consult

Promoting local democracy is a key role of local government. Local citizens elect councillors to represent them and to make decisions on their behalf. The Government’s agenda to modernise local government has enhanced this role by making it clear that getting closer to the community is a priority for local authorities. This means not only encouraging people to vote, but also giving people the opportunity to be much more involved in decision making in between elections, and to influence the decisions made on their behalf.

The modernising agenda requires greater commitment at the local level to:

- enabling active public engagement and influence on decision makers;
- strengthening partnerships across public agencies and the private, community and voluntary sectors;
- using new technology to meet the needs of citizens and businesses; and
- ensuring that equalities and diversity are core underpinning drivers to achieving vision, engagement, performance and partnerships.

Effective consultation and engagement of citizens in the democratic process and encouraging citizens to play a bigger part in shaping their local communities and achieve better local services has been at the heart of recent Government legislation and guidance.

Summarising our approach

The Adjud Council’s approach to consultation and engagement includes:

- Informing – providing information to residents and local communities about what the Council is planning
- Research – gathering information on opinions, attitudes and priorities to inform decision making
- Consulting – deliberating with, seeking views on initiatives to inform decision making
- Partnership – initiating joint working with residents/local communities
- Delegation – to boards involving members of the public.

One of the most used tools for public consultation is the questionnaire. Below is presented a model of this tool that will be used by Adjud Council and Town Hall in their endeavour to find the community opinion related to the first City Development Strategy.



MODEL OF PUBLIC CONSULTATION QUESTIONNAIRE

ADJUD CITY DEVELOPMENT STRATEGY

2007-2013

Please respond to the questions below after reading our proposed development Strategy available in the European Info office within the Adjud Town Hall:

1. VISION

The Development Strategy includes a Vision to guide the future of the city.

- What do you think about the **Vision** for Adjud to 2013?

- ☐ strongly agree
- ☐ agree
- ☐ neither agree, nor disagree
- ☐ disagree
- ☐ strongly disagree

How do you think the **Vision** could be improved?

2. PRINCIPLES

The Adjud Development Strategy also includes a set of more detailed Principles to help translate the Vision into reality

- What do you think about the Principles that should shape the growth of Adjud to 2013?

- ☐ strongly agree
- ☐ agree
- ☐ neither agree, nor disagree
- ☐ disagree
- ☐ strongly disagree

How do you think the **Principles** could be improved?



3. PRIORITIES

The Adjud Strategy includes a list of main priorities, each further develop on strategic objectives that are implanted through the Action Plan.

The Priorities of Adjud Strategy are: Economic Growth, Tourism, Environment, Urban Development, Education and Youth, Social, Health, ICT and e-Government, Sport and Civil Society.

- Is there anything **missing** from this list? If so, what?

- Is there anything that should be **taken off** this list? If so, what?

4. TIMING

The Development Strategy proposes as time frame for the growth of the City the period 2007-2013.

- What do you think about the time frame of the strategy for Adjud Development?

- ☐ strongly agree
- ☐ agree
- ☐ neither agree, nor disagree
- ☐ disagree
- ☐ strongly disagree

If you do not support the proposed order, how do you think it should be changed?

5. ANY OTHER COMMENTS

- Do you have any other comments on the Adjud Development Strategy?

THANK YOU!



Annex 2 – Action Plan

Strategy Priority Sector		URBAN DEVELOPMENT		
Objective 1	To establish foundations for long term planned and sustainable urban regeneration and urban modernisation of Adjud.			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Developing of a spatial vision for the City of Adjud		January 2008	SOP “Administrative Capacity Development” Key Area of Intervention 2.2 – “Strengthen capacity for strategic management and action planning”	Priority 8 “Urban regeneration” Key Area of Intervention 8.2. “Support for small towns to develop new functions for the territory”
Design a Development Chart for Adjud Regional Logistical Centre		June 2008		
Developing of a new Modern URBAN MASTER PLAN for New Adjud		June 2009		
Design a City Centre Enhancement Project in order to secure a vivid city centre both for business and inhabitants		June 2009		
Design a development and promotion plan of affordable housing and business premises in new urbanised residential areas and new business parks based on public-private partnership		June 2008		
Objective 2	To reduce the traffic congestion, pollution, wastefulness and environmental degradation.			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Construction of a Bypass that allows removing of heavy traffic from the City centre		January 2011	SOP Transport, Priority Axis 2: “Modernizing and developing the national transport infrastructure” Main field of intervention: 3.2.1.1 “Modernizing and developing the national roads infrastructure”	Priority 1: “Developing the transport network at the regional level”
Objective 3	To create favourable urban infrastructure conditions for increased economic and tourism activities in Adjud.			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Developing Comprehensive Operational Programme of Short, Medium and Long Term Interventions for Buildings Refurbishment in Adjud City		August 2007	ROP Priority Axis 5 “Urban sustainable development” ,	Priority 4 Creating new opportunities for sustainable

Modernisation of water supply and waste water infrastructure.		June 2013	Action:“Rehabilitation of built environment” SOP Environment Priority Axis 1“Extension and modernization of water and wastewater systems”, Key Area of Intervention: Extension/modernization of water and wastewater systems SOP Competitiveness, Priority Axis 4 „ High energy efficiency and the sustainable development of energetic system” Major field of intervention 4.2: Valorisation of renewable energy sources.	economic growth and for raising the quality of life by developing the natural/ambient patrimony , and by promoting the environmental policy
Improvement of the energy consumption efficiency, including introduction of renewable sources of energy for heating and hot water (gas supply, windmills, solar systems, etc.).		January 2012		
Introduction of internet fibre cable infrastructure		June 2009		
Replacement of the old electric cable infrastructure		June 2009		
Creation of disability access points in every public institution		January 2008		
Rehabilitation of emergency exists and safety fences		June 2009		
Objective 4	To increase the visibility of Adjud City, both nationally and internationally.			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Building and inauguration of the Jewish History Museum		June 2010	ROP Priority Axis 5 “Urban sustainable development” –“Developing the business environment” - “Support for developing the infrastructure needed by businesses (business parks, logistical centres, etc).”	Priority 2 – “Creating favourable conditions for the development of investments environment” Actions: - “Creating and developing infrastructures for incubators and other business centers” - “Tourism infrastructures of regional interest”
Creation of a Leisure Centre (e.g. children entertainment attraction park, etc.)		June 2009		
Developing a services complex nearby the City new bypass (with petrol facilities, restaurants, leisure centre, shops selling traditional home made food, crafts, etc.)		June 2011		
Create Open Parking Spaces, for light vehicles and buses, and for heavy vehicles in the Bypass area		June 2011		
Build a Golf Course with a recreation centre near Adjud in the area Silver Lake through Public-Private Partnership		June 2013		
Strategy Priority Sector		TRANSPORT		
Objective 1	To rehabilitate the main city roads, parking areas, cross roads and intersections and improve the overall road infrastructure within Adjud			
Actions		By when	National Development Plan reference	Regional Development Plan reference





Upgrade of the roads linking the city with the bypass, for tourism purposes		January 2011	ROP–Priority Axis 1. “Bettering the local and regional infrastructure” „Rehabilitation and modernization of the urban local roads network” „Rehabilitation and modernization of the regional interest airports”	Priority 1: “Development of regional transport network” Intervention line 1.3 „Modernisation of access to rural areas” and 1.4 „Raising the mobility in urban areas”
Pre-feasibility and feasibility study, and business plan, for rehabilitation of the Adjud City old military airport, into low airport for use by private jets and small tourist charter planes.		June 2009		
Infrastructure improvements and paving the city roads which needs urgent interventions		June 2008		
Open field parking spaces in the central area		June 2011		
Objective 2	To ensure visible and efficient connectedness between Adjud city and its touristic potentials, and the new city by-pass			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Bridges, roundabouts, new secondary roads and related supporting infrastructure for enhanced interconnectedness within the City and for connecting the City with rural areas and neighbourhoods that will become part of New Adjud		January 2012	ROP–Priority Axis 1. “Bettering the local and regional infrastructure” „Rehabilitation and modernization of the urban local roads network”	Priority 1: “Development of regional transport network” Intervention line 1.3 „Modernisation of access to rural areas” and 1.4 „Raising the mobility in urban areas”
New roads and supporting infrastructure for enhanced interconnectedness of the City with surrounding historical sites		January 2010		
Objective 3	To improve the traffic management efficiency, increase safety, and reduce the traffic congestion in the city central area			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Preparation of Transportation Study		January 2008	SOP “Administrative Capacity Development” Key Area of Intervention 2.2 – “Strengthen capacity for strategic management and action planning”	Priority 8 “Urban regeneration” Key Area of Intervention 8.2. “Support for small towns to develop new functions for the territory”
‘Through-Traffic’ Speed survey		January 2008		
Feasibility study (including environment impact assessment) for introduction of public urban transport services and school bus services		January 2008		
Market study and business plan regarding the profitability and economic benefits of taking transport sector modernisation programmes and actions, on short, medium and long term		January 2008		
Introduction of modern traffic management techniques in the City of Adjud, on short, medium and long term, within the framework of the new Master Urban Plan		January 2009		
Improvement and modernisation of traffic safety through replacement of the existing old and non visible traffic lights		June 2008		

and signs with new modern and visible according to the coordinated programme for City furniture modernisation, as part of the urban planning and modernisation priorities			ROP Priority Axis 5 “Urban sustainable development”	Priority 8 “Urban regeneration” Key Area of Intervention 8.2. “Actions for urban regeneration and the development of rare services”
Improvement and modernisation of traffic safety through Introduction of road safety measures (based on detailed assessment of the traffic accident records assessment) e.g. introduction of chevrons, road signs and or possibly rumble strips on all entrances to the City		June 2009		
Objective 4	To establish favourable incentives for large increase of the level of private investments in the transport sector across feasible projects on principles on concession, and implement various transport related maintenance programme based on private-public partnership model.			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Creation of local transport system based on clearly defined and separated roles of the local transport regulatory body, local inspectorate and service provider agencies, especially by using the model of public-private partnership		June 2010	-	-
Strategy Priority Sector		ECONOMY		
Objective 1	To and strengthen the City administration’s support and create favourable conditions for medium term sustainable business growth and economic regeneration of Adjud City			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Strengthening the Entrepreneurship and Business Management Culture in Adjud by promoting the use and application of new business management, financial management and marketing practices in the SMEs in Adjud		June 2008	SOP HRD Priority Axis 1: “Education and initial quality professional training for the support of economic growth and employment” Project category: “developing of curricular and extra curricular activities for developing the entrepreneurial spirit and culture and education for an active citizenship.”	Priority 3: Creating the premises for a flexible labour market “Developing the entrepreneurial culture within the curricular and extracurricular activities in the pre-university and university education in partnership with business environment”
Promoting awareness about the financial and operational benefits of the application of the business planning and management practices, human resources management, employees training and prequalification		June 2008		
The strengthening of the entrepreneurship culture among young people and unemployed		June 2008		





Objective 2	To establish business support infrastructure and services for attracting new investments aiming towards broadening and enlarging the economic base targeting growth sectors		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Develop a cluster based support programme to key vital sectors components. This programme should focus on development of support services for businesses in terms of supporting efficiency, competitiveness, restructuring, environmental compliance, marketing, financial aids for initial investments etc	June 2009	POR Priority Axis 3: „Support for the development of local and regional business environment” 3.1. ”The development of business support structures”	Priority 2: “Creating favourable conditions for the development of investments environment” Intervention line 2.2 : “Support services for SMEs”
Development of a Business Management Centre, with a view to increase the entrepreneurial skills of the business community	June 2009		
Development of Specialised Advisory Services for Existing SMEs and new Starts-up	January 2008		
Establish a Business Resource Centre	June 2008	SOP Human Resources Development, Priority axis 3: “Growth in labour force adaptability” SOP Competitiveness Priority axis 1: “An innovative production system”	-
Objective 3	To set directions for internationalisation and opening of the local economy towards strategic national and international partners		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Conduct an audit of the regulatory framework enforcement that directly affects the business community and use of the audit outcome for developing proposals to simplify and streamline the rules in place for reducing the administrative barriers for the start up operations of businesses including SMEs, the obtaining of permits, and the requirements for investment upgrades in infrastructure	January 2008	Priority Axis 3: „Support for the development of local and regional business environment” 3.1. ”The development of business support structures”	Priority 2: “Creating favourable conditions for the development of investments environment” Intervention line 2.2 : “Support services for SMEs”
Internationalisation of Adjud SMEs and facilitating their	June 2009		

participation in trade and exhibition shows, investment forums and fairs, and conferences abroad				
Objective 4	To strengthen the local entrepreneurship culture and managerial capacities of the local business actors to respond positively to the new opportunities and challenges arising from the country integration in the EU common market			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Development of Economic Development Strategy for Adjud		January 2008	POR Priority Axis 3: „Support for the development of local and regional business environment” 3.1. ”The development of business support structures”	Priority 2: “Creating favourable conditions for the development of investments environment” Intervention line 2.2 : “Support services for SMEs”
Design and Implementation of City economy marketing program targeting primarily national and international investors		June 2008		
Strategy Priority Sector		TOURISM		
Objective 1	To establish Adjud City as a new attractive tourism destination in Romanian Moldova			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Formulation and design of Sectoral Tourism Strategy for the City of Adjud		January 2008	SOP Competitiveness Priority 5. “Romania, as an attractive destination for tourism and business”	-
Design and develop City Tourism brand and tourism logo to be placed at two entry points of the city and on all tourism site locations		June 2008		
Objective 2	To create a new modern Adjud City tourism industry and services sector as a new drive force for the City economic recovery			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Creation of Adjud City Tourism Information Centre having as main objective strengthening the tourism promotion and marketing offer		June 2009	SOP Competitiveness Priority 5. “Romania, as an attractive destination for tourism and business” 5.2 Development of the national network of Tourism Information and Promotion centres a) Investments in TIPC’s set up –activities such as construction, purchase of	Priority 2 – “Creating favourable conditions for the development of investments environment” Actions: -Promoting tourism offer





		equipment, IT and software, to create a unitary tourism information and statistics system with public on-line access b) Setting up a national tourism information database c) Setting up an integrated national system, with on-line access, for collecting and distributing tourism information	
Developing vocational training centres for the tourism industry, focused on the development of guiding and professional customer care services	June 2009	-	Priority 6 Development of the education sector Intervention line 6.2 Correlating the educational and professional training system's offers with the new market requirements - Projects aiming at increasing the number of persons trained and employed in economical activities that are specific to the area;
Objective 3 To valorise Adjud City natural beauties, and historical and cultural treasures			
Actions	By when	National Development Plan reference	Regional Development Plan reference
Formulation and development of a Tourism Facilities Rehabilitation, Modernization and Maintenance Operational Programme	June 2009	Priority Axis 4 – „Development of local and regional tourism” 4.1 Restoration and valorisation of historical and cultural patrimony , together with creation and modernisation of connected	Priority 8: “Urban regeneration” Action: Conservation and restoration of city cultural and historical patrimony, especially the historical centres. Priority 2: “Creating

			structures	favourable conditions for the development of investments environment” Action: Tourism infrastructures of regional interest
Objective 4	To achieve long term sustainable development of the Adjud City tourism			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Development of Tourism HRD Plan and tailored training programmes for facilitating job creations of in general tourism promotion and guiding of tourist groups		June 2009	SOP HRD Priority Axis 1: „Education and professional training to support the economic growth knowledge-based society development” Main field of intervention 1. „Qualitative innitial education and professional training to support the economic growth and employment” Action: „Sopport for the development of educational offers and for initial training, relevant for the individual learning needs and for the labour market needs”	Priority 3 “Creating the premises for a flexible labour market.” Actions: - Applying the selective professional training, oriented towards the sectors having a high development potential. - Training courses for the development of management techniques, entrepreneurship, tourism, management of quality, supporting the services sector.
Strategy Priority Sector		EDUCATION		
Objective 1	To modernise the Adjud City pre-university education system according to EU standards			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Development of primary and secondary schools infrastructure rehabilitation and modernisation programme		June 2009	ROP Priority Axis 2: “Bettering the regional and local social infrastructure” Major field of intervention: 2.4. Rehabilitation /	Priority 6 “Development of the education sector” Intervention line 6.1 “Development and rehabilitation of basic





		modernization / development of educational infrastructure	schools infrastructure, especially in the rural areas – at any level.”
Increasing the use and application of IT in the regular schools education activities	ongoing	SOP HRD Field of intervention 1. “Education and initial quality professional training for supporting the economic growth and employment” 1.4 Support for the developing of educational offers and for initial training, relevant for the needs of individual learning and for the needs of the labour market	Priority 6 “Development of the education sector” Action: development of specific operational programmes and the promotion of ICT techniques in education
Objective 2	To create foundations for life long learning culture in Adjud City through setting up local educational and vocational education structures integrated into various national and international development programmes and projects		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Creating partnerships between: - the schools, vocational training centres, local public authorities and companies for smoother integration of the graduates into the economic activities in the City; <i>and</i> - with similar national and international pre-university centres	ongoing	-	-
Objective 3	To develop sustainable human resources capital in Adjud City in line with the City strategic directions for socio-economic and urban growth		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Design a Strategy for Promotion of Vocational Education and Training Programmes in the City	January 2008	SOP HRD Field of intervention 1. “Education and initial quality professional training for	Priority 3 “Creating the premises for a flexible labour market.”

Setting up vocational training centres		June 2009	supporting the economic growth and employment” Field of intervention 2. “Correlating the life-long learning with the labour market”	Priority 6 “Development of the educational sector.”
Objective 4	To integrate the City education and vocational education systems into all local community initiatives			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Design a City Education Strategy for better use of future developed human resources in the community		January 2010	SOP HRD Field of intervention 1. “Education and initial quality professional training for supporting the economic growth and employment” Field of intervention 2. “Correlating the life-long learning with the labour market”	Priority 3 “Creating the premises for a flexible labour market.” Priority 6 “Development of the educational sector.”
Strategy Priority Sector		ENVIRONMENT		
Objective 1	To increase the overall environmental awareness and participation of the citizens in local programmes and projects aiming towards achieving long term sustainable solutions for protection of the natural environment and enhanced quality of life in the City and its neighbourhoods			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Design and implement an Environmental Awareness Campaign in Adjud City		June 2009	-	-
Objective 2	To enhance the management and operational capacity of the City administration to formulate and design environmental programmes and projects			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Establishment of an Environmental Resource Centre and an Environment Project Support Unit operating within City of Adjud, working closely with regional level Environmental Agency and other environmental resources centres in the		June 2008	-	-





region			
Objective 3	To create long term strategic directions for waste and water management within Adjud City and its surrounding areas		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Development of an integrated approach for solid waste management	January 2009	SOP Environment, Priority Axis 2 „The developing of integrated management systems for waste and contaminated sites rehabilitation” 2.1 : The developing of integrated management systems for waste	Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy” 4.1. Expansion and modernization of waste management systems
Rehabilitation of ageing sewage works to EU standards	June 2010	SOP Environment. Priority Axis 1 “Extension and modernization of water and waste water systems”	Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy” Intervention line 4.2 “Extension and modernization of water and waste water systems infrastructure”
Extension of the rehabilitation and modernisation of the water supply system to all city neighbourhoods and surrounding villages	June 2013	SOP Environment. Priority Axis 1 “Extension and modernization of water and waste water systems”	Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy” Intervention line 4.2 “Extension and modernization of water and

				waste water systems infrastructure”
Institutional support to flood risk management		June 2008	ROP –Priority Axis 1 “Bettering the local and regional social infrastructure” 2.3 “Bettering the equipment of the operational bases for emergency interventions”	Priority 4 “Creating new opportunities for sustainable development and for raising the quality of life by developing the natural patrimony and promotion of environmental policy” Intervention Line 4.4 ”Re-creation of the stability and safety conditions of the areas exposed to marine erosion, natural disasters and de-forestation”
Objective 4	To create Clean and Healthy Adjud growing and developing on sustainable environmental solutions and best practices			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Undertaking a strategic environmental assessment, which will create a baseline with the current environmental status. After the 2007-2013 programming period will have finished, another baseline should be defined for the following programming period. This ensures the premises for measuring the progress achieved up to date.		April 2007 December 2013	-	-
Development of operational programme for natural beauties protection		June 2009	-	-
Strategy Priority Sector		ICT and e-government		
Objective 1	To create IT infrastructure favourable for increased IT penetration in the City			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Modernisation of the ICT infrastructure within the City of Adjud		January 2010	SOP Competitiveness Priority Axis 3: “ICT for private and public sectors”	Priority 6 “Development of the educational sector.”
Objective 2	To modernise the IT sector services within the local administration			
Actions		By when	National Development Plan reference	Regional Development Plan reference



		Setting-up GIS systems in order to increase the information systems' interoperability	
Objective 3	To increase the awareness of the benefits of the use of computers and internet services among population		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Public awareness campaign on the use and benefits of computer and internet	June 2009	-	-
Objective 4	To strengthen the coordination, communication and cooperation between the relevant stakeholders in the City by applying modern IT management tools and systems		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Creating E-government environment/platform	June 2008	SOP Competitiveness Priority Axis 3 – “ICT for private and public sectors” Key Area of Intervention 3.2 – “Developing and increasing the efficiency of modern public services (E-Government, E-Education and E-Health)”	-
Electronic Platform for efficient Management, Monitoring and Evaluation of EU funded Projects	January 2009	SOP Administrative Capacity Development Priority axis 2: “Capacity development to improve the service performance of local administration” Priority axis 1.3: “Implementation of reforms in the public administration”	-
Development of Information Management System and Central Data Basis	June 2009	SOP “Administrative capacity development” Key Area of Intervention 1.3. – “Implement Civil Service	-





		Reform” Action: Implementation of information systems to support the operation of the performance management system	
Strategy Priority Sector		EMPLOYMENT AND SOCIAL AFFAIRS	
Objective 1	To develop an integrated system for local social services provision based on medium and long term strategic approaches		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Setting up a central data base regarding the social needs of the community and of the potential beneficiaries of the social services	June 2008	ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.2 Rehabilitation/ modernization /equipment of the social services infrastructure “ SOP HR - Priority Axis. 6 “Promoting social inclusion” 6.2 “Developing a network of integrated social services”	Priority 5: “Development of health and social services sector” Intervention line: 5.1“Rehabilitation of the social and health services infrastructure “
Developing community based social services for elderly persons (home care and residential centres), and community services for people with disabilities, and young people;	June 2010		
Developing social housing programme for young people and all homeless people/families	January 2010		
Setting up day care centres for people elderly and people with disabilities	June 2009		
Establishment mechanism for providing emergency counselling and basic financial support and housing to victims of domestic violence	January 2010		
Developing partnerships between local authorities, local SPAS, NGOs and other private providers, regarding delivery social services	January 2008		
Developing neighbourhood social work centres for providing services to citizens in residential areas and nearby villages	June 2009		
Objective 2	To achieve socially inclusive society valuing each individual citizen in Adjud		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Design of a Strategy for employment in the city involving private and public sector	June 2008	-	-
Objective 3	To contribute to the implementation of the Vrancea Community Care Plan, through close cooperation with the Vrancea County General Directorate for Child Protection and Social Assistance		

Actions		By when	National Development Plan reference	Regional Development Plan reference
Development of a local action plan, for successful participation in European Social Fund		May 2007	-	-
Objective 4	To strengthen the cooperation between the relevant stakeholders and increase the participation of the civil society (NGOs) in the provision of social services to vulnerable and disadvantaged groups on the territory of Adjud and its neighbourhoods			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Development of inter-agencies communication and with civil society structures		June 2008	-	-
Strategy Priority Sector		HEALTH		
Objective 1	To establish foundations for development of long term sustainable health services provision for citizens of Adjud City and its neighbourhoods			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Development of Local Health Action Plan		January 2008	-	-
Objective 2	To modernise the health institutions in the City of Adjud according to EU standards			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Infrastructure rehabilitation and technical modernisation of the Adjud City Hospital		June 2008	ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.2 Rehabilitation/ modernization /equipment of the health services infrastructure “	Priority 5: “Development of health and social services sector” Intervention line: 5.1“Rehabilitation of the social and health services infrastructure “
Objective 3	To increase the overall awareness and support of the citizens to public health programmes in the City			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Development of awareness campaign about public health		June 2009	-	-
To develop project for increasing the awareness of need for family planning and care about the reproduction health		January 2008	-	-
Objective 4	To create favourable conditions for increasing the number of private investments in the health sector			
Actions		By when	National Development Plan reference	Regional Development Plan reference





Design an action plan to encourage private investments in the health sector		June 2008	ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.2 Rehabilitation/ modernization /equipment of the health services infrastructure “	Priority 5: “Development of health and social services sector” Intervention line: 5.1“Rehabilitation of the social and health services infrastructure “ Intervention line: 5.2 “Institutional strengthening for social and health services“
Strategy Priority Sector		SPORT, CIVIL SOCIETY AND YOUTH		
Objective 1	To create favourable conditions for enhanced sport activities in the City, through refurbishment and modernisation of the existing sport infrastructure facilities and creation of new sport complexes			
Acțiuni		Până la data de	Ref Planul Național de Dezvoltare	Ref Planul Regional de Dezvoltare
Extension of the existing Municipal Sports Club by introduction of new sections		June 2008	ROP Priority Axis 5 “Urban sustainable development”	Priority 8 – “Urban Regeneration” Action: Cultural, sportive and leisure infrastructures
Attraction of young graduates of Sports Academy in order to strengthen the existing human resources capacity to support performance sport, through professional mentoring and coaching		June 2008		
Acquisition of a modern minibus for transportation of the sportsmen from the Municipal Sport Club to different competitions		June 2008		
Construction of Sport Gyms within the existing school units and high schools		June 2009	ROP –Priority Axis 2. “Bettering the social local and regional infrastructure” 2.4. Rehabilitation / modernization / development of educational infrastructure Action: Rehabilitation / modernization / equipping of pre-school, elementary,	Priority 8 – “Urban Regeneration” Action: Cultural, sportive and leisure infrastructures
Refurbishment of the existing sports halls within the city		June 2009		
Construction of a modern sports centre which will include swimming pool, fitness, recovery and leisure facilities, jogging tracks and volley fields		June 2012		
Continuation of the investments for the Municipal Stadium (e.g. developing of artificial grass yards, lighting installation for playing in the nights and finalisation of athletics Gym)		June 2011		
Construction of a gym for practicing judo and other martial		June 2013		

arts			secondary and superior educational infrastructure	
Objective 2	To strengthen the NGO sector and create sustainable conditions and institutional framework for increased participation of the NGOs in the community initiatives			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Setting up a Local Resources NGOs Centre		January 2008	-	-
Setting a Grant Scheme System for nonprofits activities		January 2009	-	-
Objective 3	To facilitate the young people integration and participation in the society through investing in their positive development in terms of acquiring knowledge and developing skills and competencies			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Setting up a Youth Centre in Adjud		Juny 2009	-	-
Design an action plan to encourage the young people to became active and responsible citizens of the community		January 2010	-	-
Objective 4	To promote European and national best practices in the areas of local sport, youth and civil society community development initiatives in Adjud			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Stimulation of participation of the citizens in the life of community		permanent	-	-
Strategy Priority Sector		INSTITUTIONAL STRENGHTENING		
Objective 1	To contribute to the implementation of the National Sectoral Operational Programme for Administrative Capacity Development, by undertaking operational measures at local level for modernisation and improvement of the management operations, service planning and delivery and performances of the local administration of the City Hall of Adjud.			
Actions		By when	National Development Plan reference	Regional Development Plan reference
Introduction of the strategic management approach as the main instrument for improving the management of resources at the local administration		January 2008	Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - “Capacity development to improve the service performance of local administration” Key Area of Intervention 2.2	-





		– “Strengthen capacity for strategic management and action planning”	
Objective 2	To strengthen the capacity of the City Hall administration to be able to undertake and implement integrated strategic planning using and Strategy Development, in accordance with modern tools and techniques based on international practices and EU standards		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Setting of a multidisciplinary Project Implementation Unit (PIU) having as main fields of activity: identifying funding opportunities, taking decisions for accession of different funds, designing projects, implementing projects, monitoring and evaluation of current status of projects etc.	June 2007	Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - “Capacity development to improve the service performance of local administration”	Priority 3 – “Creating the premises for a flexible labour market” Action: “Developing the human capital within the public administration”
Objective 3	To improve the efficiency of the work within the different departments involved in management of projects funded by external donors		
Actions	By when	National Development Plan reference	Regional Development Plan reference
Introduction of monitoring and evaluation system of service delivery at local level which will concentrate on building of an input-output indicator framework based on performance indicators	June 2008	Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - “Capacity development to improve the service performance of local administration” Key Area of Intervention 2.4 – “Monitoring and evaluation in local administration”	-
Objective 4	To increase the absorption capacity of the City Hall of Adjud for successful participation in the EU Structural Funds of the European Union and other available donor and/or investment funding opportunities		
Actions	By when	National Development Plan reference	Regional Development Plan reference

Elaboration of Human Resource Development Plan	January 2008	Sectoral Operational Programme Administrative Capacity Development Priority Axis 2 - "Capacity development to improve the service performance of local administration" Key Area of Intervention 2.3 – "Rationalisation of local service delivery and strengthening of human resource management"	Priority 3 – "Creating the premises for a flexible labour market" Action: Developing the human capital within the public administration
Training Programme with different tailored made training modules regarding overall enhancement of the skills and know how of the City Hall administrative staff	ongoing		
Development of training facilities for local civil servants	January 2008		
Development of best value plan, good strategic measures from the best practices of the city strategy implementation.	ongoing		
Development of an operational plan for the implementation of the city strategy, linked to the budget, resources, and to the implementation progress up to date.	December 2007 December 2008 December 2009 December 2010 December 2011 December 2012		





Annex 3: Projects Fiches for Proposed Projects for Structural Funds 2007 - 2009

No.	Project title	Link of the project to SOP/ROP	Project costs
1.	Adjud Road By-pass	SOP Transport Priority axis 2: Modernisation and development of national transport infrastructure	8,400,000
2.	Development of Environmental Infrastructure in Suburban Areas of Adjud	SOP Environment Priority axis 1: Expansion and modernization of water and waste water systems	8,210,000
3.	Development of Transport Infrastructure in cSuburban Areas of Adjud	ROP Priority axis 1: Improvement of regional and local transport infrastructure	7,510,000
4.	Rehabilitation of Water Supply System, Sewerage and WWTP in Adjud City	SOP Environment Priority axis 1: Expansion and modernization of water and waste water systems	10,450,000
5.	Business Resource Centre	SOP Human Resources Development Priority axis 3: Growth in labor force adaptability SOP Competitiveness Priority axis 1: An innovative production system	290,000
6.	A better Health for the North East Region of Vrancea County	ROP Priority axis 2: Improvement of social Regional and Local Infrastructure	450,000
7.	Electronic Platform for efficient Management, Monitoring and Evaluation of EU funded Projects	SOP Administrative Capacity Development Priority axis 2: Capacity development to improve the service performance of local administration Priority axis 1.3: Implementation of reforms in the public administration	95,000
8.	Integrated management of the solid waste collection and separation system	SOP Environment Priority axis 2: Development of integrated systems for waste management and rehabilitation of contaminated sites	1,050,000

