

Mărășești Strategy 2007 - 2013







Contents

Part I:	Purpose
Part II:	Vision
Part III:	Principles and Values
Part IV:	Strategic Goal
Part V:	Context
Part VI:	Sector Priorities
Part VII:	Objectives
Part VIII:	Institutional Strengthening – Modernisation of Public Administration
Part IX:	Monitoring and Evaluation
Part X:	Resorces
<i>Annex 1:</i>	<i>Consultation</i>
<i>Annex 2:</i>	<i>List of Proposed Actions / Projects for Strategy Priorities</i>
<i>Annex 3:</i>	<i>Linkages of local level priorities with regional and national ones</i>
<i>Annex 4:</i>	<i>Linkages of local specific objectives with the regional ones</i>
<i>Annex 5:</i>	<i>Framing recommandation within the priorities and axes of programatic documents at regional and national level</i>



Foreword



Dear citizens,

On 1 January 2007 our country joined the European Union. This is a new page of our history. The way of how we will be able to live better as citizens of modern Europe depends mainly on us. Integration of Romania in the European Union is just a first step towards the long way of integration and we have to take advantage of the chances we are offered this moment.

In order our town to become a place with happy citizens, where our citizens will live in a pleasant, modern and prosperous environment, and in order to create a better place for our children and next generation, and a place where all visitors and investors will feel as home, I have a great pleasure to introduce to you **the first Development Strategy for the City of Marasesti.**

The development strategy for Marasesti City is the result of activities undertaken during a period of one hard working year, when all participants and stakeholders in this process were intensively involved in assessing the current situation and the problems and needs of our city, in order to project tangible directions for the future development of Marasesti.

Designing of the strategy was based on consultative process that took care about all stakeholders and community's needs and problems with aim to ensure that all main priorities and values of importance and significance for the future of the city are well addressed and cross linked into an integrated planning system that provides an equilibrium for sustainable growth and coherence between different priorities.

Amongst the objectives we set up when we initiated this project, we strived to encourage and facilitate community participation and to build a strong community belief in Marasesti leading to joint work, planning and partnership among stakeholders.

It was also our very strong intention through designing the first Marasesti Strategy to emphasise our unique identity and cultural heritage and to ensure that all future directions of Marasesti growth and development are underpinned by principles and values that derives from our identity, cultural heritage, traditions and customs.

Marasesti Strategy is the Strategy with Vision for the overall benefit of all citizens of Marasesti. It is supported by the Citizens of Marasesti and represents a realistic prevision and a program for development of our city for the period of the next seven years.

I would like to thank to all local stakeholders who contributed to accomplishment of this project and I express my trust that the ideas included in the Development Strategy for City of Marasesti will contribute to the development of Marasesti as a democratic city, with European values, in the traditional spirit of Marasesti, pragmatic, efficient, tolerant, able to assure the increasing of the life quality and prosperity for all the citizens.

The analyses undertaken within this strategy, consultation and expertise were assured by international and local experts, and the meetings with city representatives that led to constructive dialogues and discussions, helped us to develop a better understanding of the evolution of the role that we, as representatives of public authorities, have for the future of our City.

Based on our desire to provide necessary conditions for decent and quality life for all our citizens, the city hall already started actions towards modernisation of the public street lightening, extension of the water supply networks and sewerage system and construction of a modern gym.

Regarding our youth, we aim to put emphasis on educational infrastructure rehabilitation of our city schools, cultural house and city library, positioned as core of our efforts.

Important investments for modernisation for City Hospital are also foreseen, as an important element for the quality health system services provision in our city.

In the same time we are focused on rehabilitation of streets infrastructure (including water distribution networks and asphalt), construction of a new public market, external restoration of blocks and many other important hard infrastructure investments.

I am convinced you will join us in our common effort to improve the living conditions, thorough active participation in our projects, which aim transforming Marasesti into a modern prosperous locality and a **better place for our children.**

**Emilian Brasov ,
Mayor of Marasesti City**



Part I – The Purpose

The purpose of the first **Strategic General Framework** is to establish the main axis of Marasesti's future development, by setting the fundamental rules and directions, based on our principles and values, and altogether commit ourselves to the main goal: **"Make Marasesti a better place for our children"**.

The Strategic General Framework sets the grounds for sustainable growth and economic development, underlines the opportunities and challenges of our future European Marasesti, and provides guidelines for development in all sectors within our community.





Part II – Our Vision

By 2013,
Marasesti will become the
Touristic, Industrial, Agricultural and
Transportation Crossroads of
Vrancea County

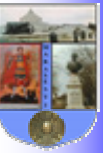
Thus, Our City will:

Convert to a must-go touristic destination, with historical monuments of high national importance, beautiful theme parks and a hospitable infrastructure which will exhibit our people's well established virtues and values.

Embrace high value investments through the founding of a new, modern and developed industrial park, which will ensure the town's economic growth and prosperity, facilitate the county's competitiveness and establish a solid social background for European Integration.



Promote its extreme sustainable agricultural capabilities through modern technologies, introduce new opportunities for micro-farming and explore new types of crops for the benefit of the entire Vrancea County. Agriculture is and will be a very important asset of our economy, and our obligation is to further invest and benefit from environmental stewardship, farm profitability, and prosperous farming communities.



Exploit to the maximum our strategic geographical advantage as a main junction for both passengers and cargo, in the wider region by all means. By 2013 our town will have developed infrastructure and facilities in order to benefit from the important road corridors and will have improved our railway infrastructure to be able to face the new challenge of economic development through European Integration in our region, and support our industry.



Transform into a clean and safe city, based on our principles and values, with social responsibility, modernised public and health services for all, high quality education standards, and a sustainable business environment, to ensure low unemployment, better living standards and continuous improvement.





Part III – Our Principles and Values

Our strategy for the future development of the city is built on specific principles and values to which we are highly committed. We strongly believe that the local leadership needs to abide with common societal fundamentals which not only we share with our citizens, but also apply them to all our inter-relationships. Our principles constitute the basis of our strategic approach in everything we do to achieve our goals.

The Principle of Sustainable Environment

We Promote the idea of the sustainable development, in which the natural environment, economic development and social life are seen as mutually dependent, and the interaction between them contributes to the sustainability and enhancement of the quality of our people's lives and our natural environment.

We endorse environmental education as an across-the-curriculum approach to learning which helps individuals and groups to understand the concept of "a sustainable environment". Our ultimate aim is to help our young people develop caring and committed attitudes and the desire to act responsibly in the environment and towards each other.

We encourage environment education as not only with teaching conceptual knowledge and skills for monitoring and measuring environmental quality, but also with the development of the values, attitudes and skills which will motivate and empower people to work, both individually and with others, to help promote the sustainability of our natural and social environments.



The Principle of Accessibility

People's accessibility to their surroundings is the key to the true integration within society and to the equality of opportunity. Accessibility is a required condition of quality of life, and most importantly to people with disabilities, essential to participation in the activities offered by the society. Our job is to provide accessible services that are integrated, so that all citizens can use them independently, safely and with dignity.

The Principle of Communication

We recognise the value of citizen involvement and the wealth of good information and resources that the citizens of Marasesti possess. It is important to increase the City's understanding of citizen concerns, ideas and values so that they can be utilised to make better decisions. The City must identify, create and budget adequate resources to engage citizens and citizen groups to enable them to effectively become a part of the City's decision making process. Much of the City's overall success is shaped by the quality of its communication efforts. Therefore, we follow a proactive approach to foster effective two-way communication.



The Principle of Professionalism

We understand that that serving the public is a privilege, an opportunity, a duty and an obligation. We want our people to trust their public institutions; we want them to take pride in our profession. To secure and retain this pride, we have set high standards for ourselves. This means that such core competencies as financial management, human resource management, information and communications management, leadership development, professional development and service delivery should be embedded in all departments and agencies and at all levels.

We believe that professionalism is expressed both through managing change and by practising the essential techniques of good public management. With this core secure, accountability is strengthened,

financial probity assured and values and ethics flourish.

The Principle of Transparency

We strongly support the development of durable, strong and healthy relations with our community, and transparency of all Council procedures is a prerequisite. We are extremely committed to conduct public business in public and preserve the right of citizens to participate in meetings and have access to records. We also urge public officials to report conflicts of interest and disclose financial interests, and encourage ethical reward for all the whistleblowers. Our determination for public administration away from corruption is and will be firm.

Our values preserve the outcome of our strategy in terms of social integration.



Respect for Cultural Diversity

Cultural diversity is a rich inheritance of our world that endures as the central pillar for peace, harmony and cultural sustainability of our society. The promotion of this global inheritance through the processes of cultural pluralism is the responsibility of all societies.

Respect for Equal Opportunities

We are driven by our goal of enabling all individuals to live and work free of employment discrimination by acting as an advisor on fair employment issues; and by further developing and supporting the community's understanding and commitment to fair employment and to the value of diversity in the workplace.

Respect for Ethnic Diversity

Our City Council seeks to dismantle racial, socio-economic, and institutional barriers to ensure that people of all ethnic backgrounds have equal access and opportunity to participate fully in the life of the community.



Respect for Social Justice

We believe in the idea of social justice that creates better prospects for the poor and vulnerable parts of our community. We are laying the grounds for keeping inequalities of wealth and income within a narrow range, and promote equal prospects for education, health and autonomy for all.



Respect for Human Dignity

We guarantee free and full development of every individual and full respect of the personality of each individual. All people in our City will be treated with dignity with regard to their life style, culture, beliefs and personal values.



Respect for confidentiality

Our City Council needs to ensure that the right of private and family life is respected, that institutions have clear guidelines for how personal information should be stored and dealt with, and our people are sure that confidential information is not disclosed without their approval.



Part IV- Strategic Goal

Marasesti is a small town in the province with all prospects to become a modern European town where tourism, commerce, and agriculture can flourish and industry may develop. A town with modern infrastructure and social life somebody can find in a city, thus always keeping the beauty and importance of a small historical Romanian town.

Our strategic goal is to “modernise Marasesti by 2013 with investments in tourism, industry and agriculture and revitalisation of all infrastructure needed to raise our people living standards and improve our social and educational environment with extensive care to sustainability”.

Most of the future strategic developments in Romania go through European accession policies and it is crucial for Marasesti to improve the local level of both public and private institutions and organisations in order to prepare for accession funding and to achieve best outcome of implemented policies and projects. All stakeholders need to work together with participation, collaboration and innovation spirit in order to achieve the strategic goal, nobody is less important and all entities are crucial for future success, with the local council as the main coordinator of growth. Towards the success of our strategic goal we need to achieve specific aims in certain areas of immediate need for development. Our aims are:

- The development of all specific policies and their implementation need to follow a certain direction in order to succeed. This direction may be given by the General Strategy Framework which sets the grounds for the design, analysis and implementation of all specific measures needed to achieve unprecedented growth.
- The establishment of a decentralised mechanism for the implementation of all policies and strategies designed for the town, based on the direction given by the town council and the momentum given by external contractors – consultants who will be responsible for the fast and efficient implementation of all specific targets for all priorities identified. The presence of a wide cooperation from all stakeholders is necessary to optimise the output of the strategy framework.
- All recommendations and proposed actions for the development of town priorities need to be widely discussed and agreed with all participating bodies and most of all with the citizens of Marasesti. Therefore a wide consultation process will be established, including all concerning parts in order to identify best practices for the achievement of all targets and also for the improvement of our local institutional development. Apart from the achievement of our goals we aim to bring our people closer with the commons, and raise their personal involvement to the development of our community.
- The enhancement of all local institutional procedures is also a very important aim for the achievement of our strategic goal. The establishment of a wide-cross inter-institutional procedure system will be development with the help of institutional IT linkage and also with the improvement of our present procedures, always working towards the provision of best quality services and professionalism ethics.
- The preparation of list of actions and projects as a result of local priorities analysis is a key aim for success. This development will lead us to undertake project fiches and interventions in all sectors to achieve growth.
- The development of a two-way communication channel between the town leadership and the citizens and stakeholders. This will endorse the establishment of relationship based on trust between the two parties.



Marasesti Strategy 2007-2013

- The allocation of funds to cover the investments proposed in the General Framework Strategy, and the establishment of mechanisms to their implementation and track for changes.

Marasesti is to face major developments during the next years to come. By 2013, Marasesti will have achieved:

Business revival with:

- ◆ A new, modern and IT integrated industrial park, Marasesti will become an investment lead in the wider area, having low cost profile, high-skilled workforce, and strategic transportation position as its main competitive advantages;
- ◆ A modern, well structured and advanced level of technical know-how providing business consulting infrastructure, Marasesti will have all possible means to support investors and assist them with all services they need for the achievement of their goals;
- ◆ Unemployment levels decreased, especially structural unemployment, and our local skills echelon substantially improved with the help of vocational training, Marasesti will have a better work environment and more competitive manpower;
- ◆ Increased IT penetration levels, we will have turned to a more competitive environment, and will have inserted our local community to the information technology era;
- ◆ A better structured, modern and more efficient agriculture strategy, Marasesti will have entered a new prosperous period for the agriculture sector, ready to promote its products into more cost effective markets.



Tourism evolution with:

- ◆ A new approach for the overall touristic product of Marasesti, with emphasis in historical monuments and transit tourism, combined by our cultural heritage and sports infrastructure.
- ◆ A substantial boost in our market economy sponsored by touristic operations.
- ◆ To be a must-go destination for all tourists who visit County Vrancea.

Modernisation of infrastructure and urbanism with:

- ◆ A new urban plan in place, Marasesti will have utilised its land properly to expand towards the E-85 road axis, and will have achieved increase of land values;
- ◆ More aesthetical buildings, squares and roads, and more operational infrastructure for the people, including the suburbs, Marasesti will be a better place to live;
- ◆ Local public transportation operational and an improved road system, citizens and visitors of Marasesti will enjoy moving around the town with comfort and low cost.



Education and health focus with:

- ◆ Partnerships established among all concerned parties, educational problems will have been dealt with, and education will no more be a must-do thing by youngsters, but on the contrary, it will be viewed as a tool for personal development and future success.
- ◆ Vocational and other seminar centres operating, life-long learning will be one of the main elements of the local educational agenda, promoting career development and professional integration to European Union standards;
- ◆ New and modern hospital departments and equipment, Marasesti will not only be a safer place, but will also have set the grounds for professional healthcare development;
- ◆ New modernised system of hospital services and medical staff training the improvement of public health services will be a fact.

Sustainable environment with:

- ◆ A wide public awareness campaign made about the importance of environment sustainability, Marasesti citizens, companies, and local authorities will have endorsed a proactive approach for the protection of the environment.
- ◆ The development of green areas and public signs installation the local council will have improved its policy aspect towards environment.
- ◆ The rehabilitation of all infrastructures for waste disposal and water treatment, Marasesti will come closer to European environmental standards, thus raising life quality standards.

Social services improvement with:

- ◆ A proactive approach followed by the local council to decrease social beneficiaries instead of increasing them, by solving social problems from their cause;
- ◆ A better position of the Roma minorities in the local society, with enforcement of social inclusion programmes;
- ◆ Better employment rates, based on a strategy that will fight structural unemployment and improvement the overall living standards;
- ◆ More responsible and accountable local council policy for the youth, and the elderly as well as the disabled people. These people will have better prospects with living in Marasesti in 2013.

By 2013, Marasesti is a better place for our children to live, a well structured town with high responsibility about its citizens.



Part V - Context

INTRODUCTION

In this section we will explore Marasesti's main economic and political developments, outline the basic natural and geographical characteristics as well as main historical events, and analyse the social environment, it's natural, human and economic resources and present the current situation in terms of the town's strengths, weaknesses, opportunities and threats.



GEOGRAPHIC SITE

Marasesti locality, made up of the town itself, and the villages Haret, Padureni, Calimanesti, Modruzeni and Tisita and Doaga districts (the dwellings and the touristic and railway exploitations from Susita's left bank), is situated in the North of the Low Siret Plain, the lowest step of relief on the territory of Vrancea county. In the Western part, the plains go up to the Sub Carpathian glaciers (70 - 80 metres altitude) and in the Eastern part it encloses in the low plain (35 - 50 metres altitude).

Situated at 25 km away from Adjud on the railway and on the road, at 20 km away from Focsani on the railway, at 18 km away from Panciu on the railway (at 16 km on the road) and at 16 km away from Tecuci on the railway (24 km on road) the town of Marasesti continues to be an important railway and road junction on Bucharest - Suceava and Bucharest - Iasi lines of communication with ramifications towards Galati - Braila and Panciu -

Soveja (from here, to Transylvania, too, through Lepsa - Tg. Secuiesc). The city is also situated at 70 km away from Bacau airport.

Being situated on the line of big national and European thoroughfares, the economical development of the locality isn't encouraged now-a-days.

HISTORICAL BACKGROUND

The oldness of the localities that constitute today Marasesti goes back into ancient times. The end of the Neolithic registered the first big passing by the Carpathian-Danube crossing of the Indo-European tribes. After that it followed an intense presence of the population during the Bronze Age, the archaeological discoveries from Padureni being a testimony themselves.

During the 9th - 8th centuries B.C. took place the second big passing, on the land between the Danube and the Carpathians, of the Cimmerians who left here the first elements of the iron metallurgy, appeared and initially developed in the Central Asia.

During the Roman slave age (the 1st - 3rd centuries a.Ch.), the specific culture of the settlements on these places was the Getic-Dacian one, with powerful Greek and Roman influences. During the period of passing to Feudalism (the 4th - 5th centuries), the human settlements from this area were in a continuous development.





The first document testifying the existence of Marasesti locality is an act signed by Petru Aron, the Moldavian prince, on August the 20th 1455. In 1789, Marasesti is the place where took place the fights between the Russian - Austrian and Turkish armies. After these fights, Marasesti's totally burnt. Marasesti continued to be built again and continued to develop in some uncertain circumstances because of the hard conditions in agriculture, trade and transport.

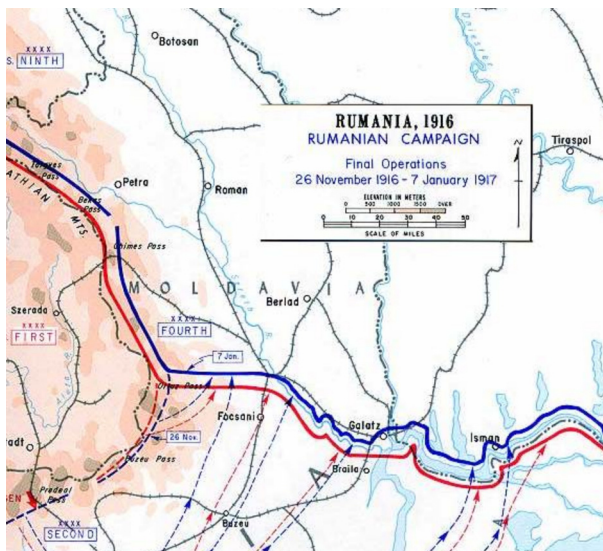
In 1835, the locality had 198 families, being noticed a considerable growth compared with the former years.

Conscripted in the Foot Soldiers 10th Regiment, many citizens from Marasesti took part at the Independence War between 1877 and 1878. In the memory of those who died on the battle field, on May the 17th 1909 was built the Heroes' Obelisk from 1877 -1878 for the National Independence on which frontispiece are written their names. At the end of the 19th century, Marasesti became an important railway junction.

In 1905, the Industry and Trade Chamber of Focsani made a statistical inventory in the commune Marasesti, registering 2,274.5 ha for cultures and 312 ha of forests.

In 1908, it was unveiled the statue of Alexandru Ioan Cuza, the first one in Romania.

The importance of Marasesti considerably grew after 1908, when it is proposed to become an urban commune, after a decision of the Communal Council on November the 10th in which it is said: "Marasesti became an important industrial and agricultural centre", so, time passing, it became an important agricultural centre and by founding the station it developed very fast, becoming an industrial centre since, by hard work, were founded those three factories, one of sugar, one of chemical products and another of brick, tubes and tile with permanent 1,500 - 2,000 workers, and also a ballast-pit for extracting the ballast, the sand and the gravel, using 80 -100 workers". In the locality ran a hospital with 34 beds an urban type school, the fire and lighting service, the Hall had a modern building, the streets were all paved, there were two stations (one of them being private), it was founded the postal telegraphic service and the administration of Marasesti small rural district. Here the annual fairs took place.



For Marasesti, the first decade of the new century seemed to be a good one. But the second was to be devastating, the locality becoming a symbol of the Romanian heroism.

Being engaged for two years in a ravaging war, the two alliances - the Entente (Russia, France, Great Britain, Italy, Romania) and the Central Powers (Germany, Austria-Hungary, Turkey and Bulgaria) wanted to get decisive results during the first eight months of 1916 but their attempts were unsuccessful. In the next year, the 9th German Army moved its main part of the army and the munitions in the area of Marasesti - Panciu - Soveja line. Showing a great heroism, the Romanian soldiers drove away the German troops, scoring the biggest success on the Eastern front, the best country's sons dying with the arms in their hands, respecting with the price of their blood the slogan "Nobody passes by here". The battle from Marasesti cost the Germans

65,000 soldiers and officers, dead or injured but much worse was the torture of the defeat.

In order to strengthen the situation, the Romanian Parliament voted, on August the 17th 1920, to promote the rural commune Marasesti at the rank of town.



As a honouring of that moment and of the memory of the marshal Joffre, on August the 6th 1998 was inaugurated the Monumental Grounds Joffre in the park of the hero-town. The monument reminds those who will come of two splendid events: the sacrifice of the Romanian and French soldiers who heroically died in the World War I and represents a symbol of the French-Romanian friendship which existed and still exists as between two sister countries. The gesture of honouring this friendship and of gratitude towards the support given to Romania by France was crowned on November the 8th 2001, when the Local Council awarded the title of Citizen of honour of Marasesti Town to the President of the French Republic, Jacque Chirac, to the French ambassador in Bucharest and to the military attaché of the embassy, too.

On October the 8th 1919 was settled the place, a high ground, near the Razoare forest and on November the 7th, the same year, the owner of those lands, Gheorghe Ulise Negroponte, donated 20 ha of land for the Mausoleum. The project was inaugurated on September the 18th 1938, in the presence of King Carol the second, of many authorities and of an impressive crown.



The Mausoleum was restored and consolidated between 1982 and 1984. Near the mausoleum there is the Military Museum of the Battles from Marasesti, where are presented military maps regarding the Romanian epic of Marasesti, uniforms, images from the front, photographs of some military and politic personalities of that time, arms and equipment used in the World War I.

By what it symbolizes, the Nation's Heroes Mausoleum from Marasesti remains eternally as a transfiguration of the wish of liberty 'and independence of the Romanians, dominating, between the Monument from Adamclisi and the pride of Carpathians, our ancestors bravery sky.

In Romania, on May the 11th 1923, were exhumated 10 unknown soldiers from the battles fields that took place between 1916 - 1918 in Ardeal, Jiu, Bucharest, Dobrogea, Marasti, Marasesti and Oituz, whose bones were put in identical oak coffins and laid down on May the 13th, in the Church from Marasesti. On may the 14th he was selected the unknown hero by a student of The Military Secondary School, Amilcar Sandulescu, motherless child and who's father died on the battlefield. He was attended by authorities, the Minister of War representatives, people and ex-warriors. The young man went round the 10 coffins and he picked out the 4th one as being "My father's coffin". It had inside an unknown hero's relics, who became The Unknown Romania's Hero. The coffin was moved in Bucharest were functioned till 1958. The other nine coffins were berried, with all military honours, in the Heroes' Cemetery in Marasesti. On December the 24th 1958 for unknown reasons, he was moved from his former place by the communist authorities in the park in front of the Mausoleum from Marasesti.





NATURAL RISKS

Vrancea County territory is one of the most active seismic areas in our country. The seismic activities, with the epicentre in the Vrancea area, have tectonic origin. In the 20th century the most significant earthquakes took place on May 1925, November 1940 with a 7.4 degrees magnitude, on March 1977 with a magnitude of 7.2 degrees, on August 1986 with a magnitude of 7 degrees, on May 1990 with a magnitude of 6.9 degrees. Due to this frequent seismic activity, Marasesti has been built under very strict rules and regulations, and seismic activities usually cause not more than minor effects, and this generates a feeling of security to our people.

CLIMATE

Marasesti 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.

HUMAN RESOURCES

The population of Marasesti is 12,898 and according to the existing data it is divided as follows:

Type	Locality	Inhabitants
Urban	Marasesti	10.967
Rural area under Marasesti Town Hall authority	Modruzeni	54
	Haret	578
	Padureni	567
	Calimanesti	522
	Tisita – Doaga Blocks	210

The majority of the population resides in the town of Marasesti, but there are also some small surrounding villages with significant amounts of population.

Marasesti is identified as a mainly Christian Orthodox community but other Christian denominations are represented as the following table presents (according with 2002 Census):

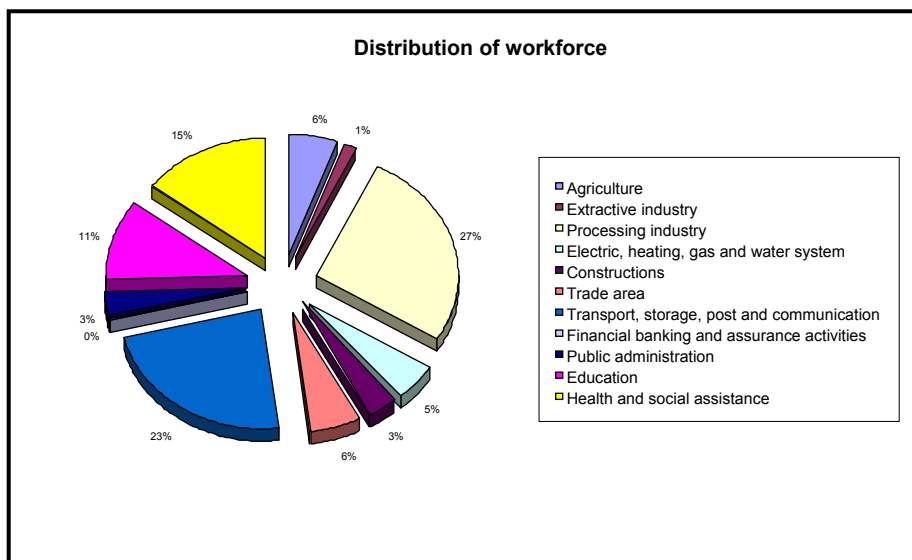
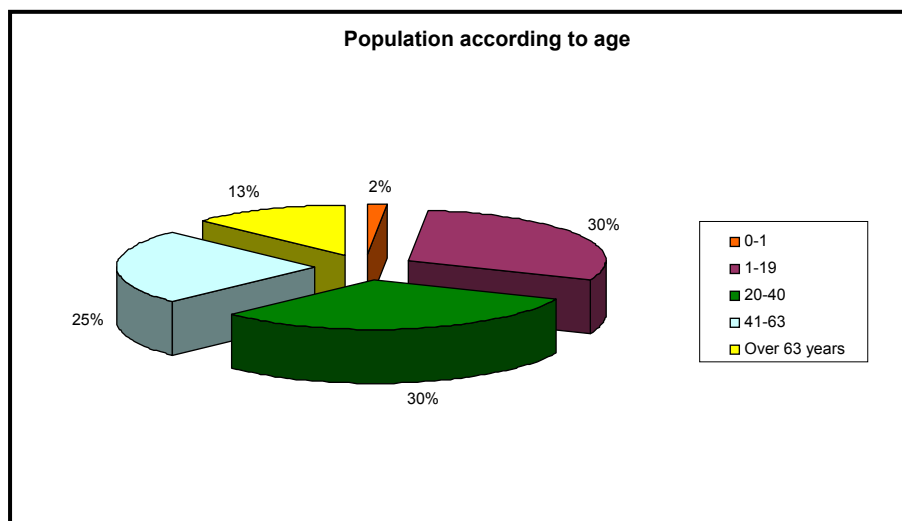
Religion	Inhabitants
Orthodox	12515
Pentecostals	144
Romeo-Catholics	29
Baptists	19
Evangelist	183
Other	8

The main ethnic group currently living in Marasesti is of Romanian origin. The Figures of the table below are based on data from local authority. There is also a substantial amount of ethnic Romas (some informal calculations suggest the amount might reach 3,000 inhabitants), but it is very difficult to make formal suggestions, since only some inhabitants registered as ethnic Romas, while the rest registered as Romanians. Also there are very few people from other ethnic backgrounds.

Ethnic Groups	Inhabitants
Romanians	12585
Romas	264
Other	49



Population aging in Marasesti is not a potential problem since only 13% of the population is over 63 (2002 Census).



ECONOMIC RESOURCES



The business activity in Marasesti is mainly commercial (89 companies out of total 99) and secondly production (10 companies registered in the Prefect office).

According to the County Unemployment Agency website there are 276 persons registered for social benefits in Marasesti in February 2006 (which represents around 4.6% from active population), but the unemployment rate is much higher than the official figure (there were 1100 people unemployed on January 2006 according to local media sources).



Marasesti is considered the poorest town on Vrancea County due to high unemployment and slow business development. In 2001 the town was introduced on the list of Disadvantaged Romanian Areas for 3 years. This was due to the high level of official unemployment (20%) mainly among ethnic Romas. Some investments took place during 2001-2004 when the fiscal facilities were in place but the foreign investors were few and they left the town after that period.

INSTITUTIONAL RESOURCES



The Local Council, as one of the basic stakeholders, oversees and promotes local service development to tackle social problems, manages the funds allocated to social assistance, co-operates with other partners to maximise social service opportunities for community. The Town Council employs 50 people directly.

The Local Public Social Assistance Service monitors and analyses the situation of the persons in difficulty, identifies persons in need, organises and supports the development of alternative services, provides financial support to the persons in difficulty.

The County council is responsible for the quality and delivery of services to its citizens; has a statutory duty to establish, monitor and secure financial support for the Public Social Assistance Service and approve County Social Assistance Plans.

The General Directorate for the Protection of Children Rights currently under the County's authority is responsible to ensure children's interests are best met, monitor children's rights and co-ordinate the actions of various authorities operating in the field of child

protection.

Other Local institutions are:

- The Church
- Marasesti hospital authority
- Marasesti police station authority
- Marasesti fire station authority
- Marasesti school authorities.

All above stakeholders together with our citizens will work together for the achievement of our goals.

The following SWOT analysis summarises the current situation in Marasesti:

SWOT ANALYSIS

Our Strengths

- The existence of some agricultural lands with irrigation capabilities, unvalued;
- Leisure place: Doaga;
- Available lands for building houses and industry;
- Favourable position, between Focsani and Adjud, Tecuci and Panciu;
- Centralized heating of the hospital;
- Important road and railway crossing;
- Most of the education institutions have heating systems;
- The City has its own website;
- Siret's underground water is very close, with a pure water perfect for beer production, ideal spot for a Brewery. Galati Brewery is importing water from Vrancea County.



Marasesti Strategy 2007-2013

- Quality drinking water, bottling and commercialising capabilities;
- Centralized heating for some institutions;
- Modern sports hall in final stage of construction;
- The average age of the city is 33 years old;
- Available utilities of Marasesti City:
 - Gas pipe network for buildings and business heating in town;
 - Cheap distribution of drinkable water;
 - Waste water cleaning station with huge capacity;
 - Main sewage channel;
 - Fast accessibility for those facilities;

Our Weaknesses

- Wrong mentality regarding work;
- Social problems – The lack of centralization heating system;
- Old and insufficient sewage network;
- The water and sewage network in the villages is almost inexistent;
- The presence of a big number of Roma without basic education;
- Weak economic life;
- Lack of investors;
- Poor presentation of Marasesti City on the internet;
- Low level of life;
- Low number of police forces;
- Lack of a kindergarten with long schedule;
- Poor investments in the environment field;
- Bankruptcies or on the brink of bankruptcy Companies;
- The hospital is not well equipped;
- The medical private sector is not developed; lack of specialized medical practices;
- The Ambulance Point is poor equipped and with no doctor;
- Lack of information in the health sector for the citizens (many HIV/AIDS cases);
- Insufficient specialised teachers;
- Positive birth rate among very poor people;
- Lack of gas network at villages

Opportunities we have

- History;
- Available workforce;
- Development of new leisure places: dam for Calimanesti;
- Fish industry on several lakes in the area;
- Associations between Cities;
- Organizing sport events in the new Sports Hall and the other available sport fields;
- Development of IT education among children;
- Agriculture through micro-farms;
- Equidistance positioning from the major cities of the county;
- Structural funds accession;
- Creating an industrial park;
- National development programs;
- Geographical position

Amenințări



- Seismic area;
- Lack of legislative stability;
- Labour force migration towards EU, caused by small wages;
- The children left behind by people that are working abroad develop severe social needs;
- Lack of trust in the Development Strategy of the city;
- Increasing degree of criminality;
- Many teachers retire in 2-3 years and there are no replacements;
- Bureaucracy;
- Danger to be taking over by other larger nearby cities





Part VI – Sector Priorities

PRIORITY 1: BUSINESS REVIVAL AND ECONOMIC GROWTH

KEY TARGETS

Our strategy's first priority is to focus on business revival and to foster economic growth for our people. In order to achieve this we have set some key strategic targets for the next period.



Thus, by 2013 we will have:

- Constructed a new industrial park in Marasesti, to attract potential investments and focus on business development;
- Redesigned the local council's business development process, and advance the existing business assistance organisation to a local Business Incubator;
- Dropped unemployment levels with public or other structural funds;
- Developed a new strategy for agriculture through the establishment of a local agriculture directorate;
- Raised IT penetration and use in Marasesti, and introduced IT in all council procedures.

As operational targets we set:

- Foreign investments represent of 50% of business entities located in the new Industrial part;
- Increase in turnover and business productivity, in average 5% and 10% per year respectively;
- Generate new employment of local skilled labour force, at minimum 5% per year;
- Service sector, represent 30% of the business activities.



ANALYSIS

INDUSTRY, COMMERCE and WORKFORCE

Our local economy has been very much influenced by the fall of the socialist regime in the early 90's. The closure of the economical units with impact at national level (Glass factory, Chimica – chemical factory) which produced unique items both at national and European level generated a high percentage of unemployed work-force specialized in this field. The closure of Chimica factory resulted to the annual loss of income for approximately 3,000,000,000,000 RoI (sum brought up to date representing approximate 85,700,000 Euros). In addition there were 1584 people laid off Chimica factory only and most of them remain unemployed. The work force is still available, but the equipment at these factories is obsolete, and any potential business activity requires the facilities to be re-equipped and refurbished from scratch.



There are ten industrial companies registered in the county's Prefect office. Those companies are operating in the confections' industry, wood and furniture industry, and constitute the main areas of employment in town, since they employ more than 35% of the town's employees. Regarding the retail market, currently in Marasesti town there are 79 shops, which employ only 6% of the work-force.

Marasesti is an ex-industrialised town, with good public sector facilities, such as a hospital, a fire station, a police station and three post offices. However the fall of the

socialist regime, brought high unemployment rates during the 90's and Marasesti lost the chance of new investments in the retail sector since then due to low competitiveness.

During the last years a few bankruptcies have been documented and there are still companies on the brink of bankruptcy. Business activity and especially commercial companies cannot develop without external funding and the lack of investors does not allow the local economy to flourish.

In addition, bureaucracy and lack of legislative stability does not facilitate the investment process, and creates many obstacles for potential investors. As a result, current skilled labour manpower is forced to migrate towards EU countries, for a better salary. However, in EU countries, it is usually difficult to find jobs equivalent to their skills, and except for some very few cases, most of these migrants work in low-profile manual jobs with no further potential opportunities of professional development. It is common sense that most of these people would not have migrated if they had been given an opportunity to work with dignity in Marasesti. It is our objective to give our people a better opportunity and we work towards this direction.

Our town is highly competent in terms of manpower skills, compared to surrounding towns and villages. Our people have worked in large companies such as the Chimica factory, and they have gained very good work experience as well as specialised skills. This is a solid strength for our economy to flourish, and we have to take immediate advantage of it. In addition the fact that the average age of our citizens is around 33 years makes our town a potential work tool for business investors. However it is sad that a lot of our skilled citizens are currently unemployed. Many of them have specialty in the chemical industry and we need to attract business activity around this industry to deal with the problem. The problem is wide and only our actions may boost our local economy and set the grounds for new jobs to be created.



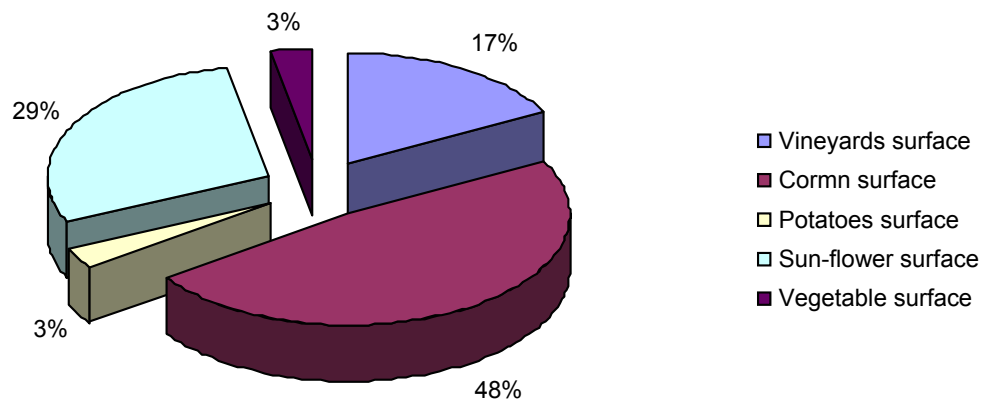


Marasesti belongs to a wider seismic area, where big earthquake incidents during the last century have been reported. However, no significant damages have been caused due to the solid building structure of Marasesti, which is designed to withstand large volume earthquakes. It is crucial that all new building activity in Marasesti comply with an earthquake damage prevention policy, which needs to be developed, and furthermore its implementation needs to be monitored by an institutional authority from the council. We must ensure potential investors about the safety of their investment and above all protect our people and our visitors from potential harm.

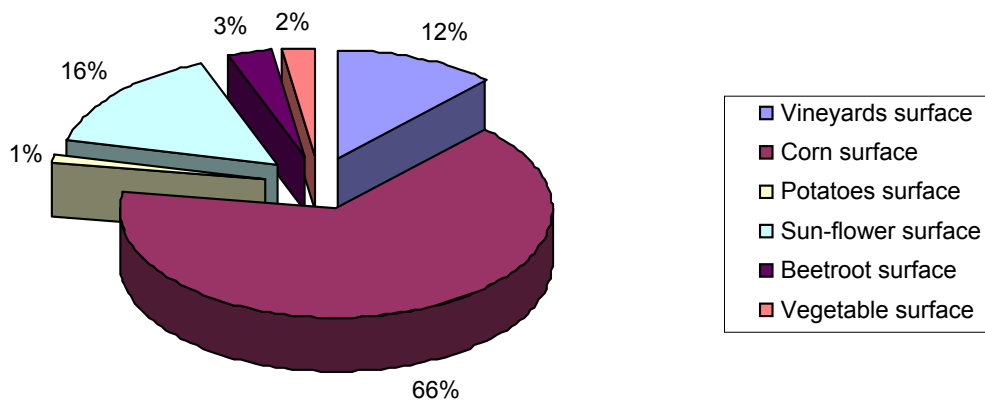
AGRICULTURE

Agriculture is one of the main economy sectors of our town. The following tables show that beetroot cultivation has dominated agricultural activity during the last years.

Agriculture in 1990



Agriculture in 2003





The total agriculture production of Marasesti is shown in the following table:

Total agriculture production (tones)	1990	2000	2001	2002	2003
Wheat and rye	3687	2610	4526	4615	2084
Grapes	3873	3676	2472	2821	1252
Corn	3327	3496	4556	6708	7231
Potatoes	443	450	494	560	800
Sun-flower	433	569	404	653	845
Beetroot	-	120	100	228	600
Vegetables	1511	953	892	1199	1233
Fruits	491	295	447	321	255

Agriculture is one of our key economy strengths, and the fact that it has not been yet capitalised by our town gives a strong opportunity for our future. Current cultivation means are mainly manual and it is very important to change. Increasing the use of machinery in agriculture as well as modern methods of cultivation will increase our farmers' competitiveness. Farmers will benefit from cost reduction; modernisation and process improvement, better working conditions, and will also allow them time and effort to focus more on the marketing of their products.

IT NETWORK



The town council has already developed its simple web site that includes some information about the town, its history and provides some documentation concerning social services. This was the first step of our IT strategy plans for the town. The improvement of our town's web site is vital for the development of all sectors, but most importantly our economy. Modern economies are based on Information Technology and our strategy will move towards this direction. In addition, the absence of IT infrastructure to link public

institutions causes operational problems to public servants and prevents citizens from enjoying good quality of public services. IT penetration in Marasesti is currently at very low levels. Council estimates concerning IT penetration are demonstrated in the following table:

IT penetration figures	% of total
Companies owning computers	2%
Companies with internet access	0%
Companies with website	0%
Companies in ICT industry	0%
Schools with computers	57%
Schools with access to internet	29%
Schools with websites	0%
Schools owning a LAN	29%
Offices with computers in Marasesti Town hall	100%
Computers/employees in the town hall	71%
Average monthly costs for internet access in the town	17 euros
Homes with computer access	6%
Homes with internet access	5%



OTHER ASPECTS

The presence of a train station in the town can help potential industries to transport their products with lower cost. By 2013 Marasesti will be an important road and railway crossing and we will work towards this direction. Marasesti's favourable geographical position, between Focsani and Adjud, Tecuci and Panciu, will only be exploited by the introduction of new investments. In failure to do this Marasesti will only be a crossroads, of no importance, where nobody will actually stop by.

Tourism industry in Marasesti is currently far away from what it should be. Marasesti is a very important historical site for

Romania, and has crucially contributed in our nation's democracy. Tourism can be a basic tool for our economic growth and we are committed to take advantage of this opportunity, and bring tourism industry in Marasesti at the foremost of our strategic planning.

Land value in Marasesti is low and there is available land for building new houses and commercial companies. Lack of trust in the Development Strategy of the town has hold investors away from Marasesti during the last years. The little house building activity reported in Marasesti has been carried out with private funds, and by Marasesti citizens, as no building construction companies have invested in the area so far.

Number of new houses constructed	2000	2001	2002	2003	2004
Finished houses total	17	49	25	21	39
Finished houses by the local population	17	49	25	21	38

RECOMMENDATIONS

With Marasesti at the brink of an economic recession we endanger our town to be surpassed in the economic growth competition by other cities in the area. Thus it is crucial that altogether we face the new challenge of our economy and business modernisation. Our task is to make Marasesti a place that will face new modern European economy challenges with competitiveness and be ready to absorb European structural funds.



Towards this direction Marasesti Council will design and implement a series of future interventions in all sectors with respect to the support and promotion of local business investments as well as the development of our economy to meet modern economy competitive standards and raise living standards for all citizens, based on our principles and values.

Our basic aim is to stimulate business investments and local economic growth, and to also re-establish the local workforce mix through the industries. It is our job to facilitate the process of new business development and direct the economic growth of our town and our people's prosperity.



Reinforcement of the Local Council Business consulting process, by outsourcing the management of a new process redesign

Rationale: The future goal is to establish a modernised process, supported by a well expertise council team, who will be responsible to facilitate the development of new private investment efforts from local investors, and to assist foreign investors by all means.

To support the modernisation process, we must advance the current business assistance organisation to a local **Business Incubator**, responsible to:

- promote new business activity in the area;
- undertake market research on demand of potential investors;
- inform the local council on current local business indicators;
- assist local companies with all information and consultation needed;
- assist local companies in organising trade fares to promote local business activity, and
- liaise with investors and consulting companies for the development of business plans, for the attraction of EU structural funds and the implementation of National development programs.



The development of an **industrial park** will be a major catalyst towards economic prosperity for our citizens. By 2013, we will have our own industrial park, “*The Industrial Park of Marasesti*”, and establish channels of communication with business innovation centres as well as other business incubators for the attraction of foreign investors. The new industrial park will have the modern infrastructure required by businesses in the millennium, such as IT infrastructure, telecommunications, road and railway access, high-power electric supplies, and will comply with modern environmental standards.

Marasesti is very close to Siret’s underground water, which is ideal for beer production. This is the reason Galati Brewery imports water from Vrancea County for its own production of beer. Siret’s water is also ideal for the production of mineral water. Marasesti has a strategic geographical advantage which needs to be considered. The creation of the industrial park will initiate investor’s interest in the exploitation of this business opportunity, either with the production of mineral water, or the production of beer.

Elaboration of Programme for Promotion of immediate measures of employment of our skilled unemployed workforce

Rationale: Unemployment is one of our society’s main drawbacks, and fighting unemployment is one of our greatest challenges.



As far as agriculture is concerned, there is available land in Marasesti which has not been irrigated and is unvalued. It is our objective to assist new farmers with all our council means in order to utilise this land and profit from the increase of agriculture capacity, achieve economies of scale, become a respected regional business partner in agriculture and reduce unemployment.

Also new types of crops may be introduced with better profit margins for our farmers and more demanding technical know-how, which will improve our farmers’ skills and advance them



to higher competitive levels. With all needed reforms on our agricultural process and the introduction of new modern methods of agriculture we can expect on the long run to also introduce bio-agriculture. This is the long-term target we set and will meet our vision for competitive agriculture in Marasesti.

By 2013, our council will have completed the following reforms and projects in agriculture:

- Work together with the local agriculture office to inform and support local farmers in all aspects, seek funding for local farmers, and also monitor local agriculture activity. In addition provide help to the office for the liaison with the county council and other NGO's, under the strategic principal objective to fight for the benefits of our local agriculture.
- Design and implement the "Fundamentals of a New Farmer's Guide" in fellowship with the Association of Agriculture Producers, to include all aspects of farming, information about the area, important contact information and in general everything required for a potential new farmer to know. The local agriculture directorate will also be responsible to liaise with the Association of Agriculture Producers to update the guide with all business contacts needed in terms of agriculture equipment suppliers as well as retailers.



One of our strategic objectives is to increase **IT penetration** in Marasesti and benefit from its advantages. By 2013, Marasesti will be a town with high average IT understanding and use. Towards this direction we will undertake a series of crucial measures, such as:



- Increase computer and internet access to all schools (100%). All our students have the right to knowledge and it is our principal to provide them with this opportunity.
- Increase computer and internet access for the town hall.
- House new computer room facilities in various town areas and the surrounding villages, with internet access. Apart from the creation of new jobs, this measure will bring citizens closer to IT, gradually improve their IT skills, and will also soften the burden of current high monthly internet access costs.
- Delegate the Council Business Incubator with the responsibility to liaise with NGO's in order to exploit funding opportunities for businesses about IT. Local business activity has not been using IT services, and subsequently lacks behind in competitiveness. Our target is to help businesses in Marasesti towards this direction.
- Any investment on tourism, or other business direction, will be better supported by the presence of a modern well-designed web site, which will not only introduce our town to the public, but also include all possible information might be needed by a potential visitor or investor.



Tourism can be a basic tool for our economic growth and we are committed to take advantage of this opportunity, and bring tourism industry in Marasesti at the foremost of our strategic planning.

In order to initiate new discussions with **potential investors**, we will need to develop a clear urban master plan for the city, with respect to our principles and values, and promote new building investments with the assistance of a Business Incubator. We need to take this opportunity and attract new investments and bring wealth in our town.





PRIORITY 2: TRANSPORT AND INFRASTRUCTURE MODERNISATION OF MARASESTI

KEY TARGETS

Future projects:

- Modernizing the town square;
- Infrastructure improvement (road and sewerage networks, etc.);
- Repainting the blocks of flats;
- Modernizing public lighting.
- Providing at least two minibuses for the town for urban transportation plus additional machines in order to ensure a good functioning of the town infrastructure..

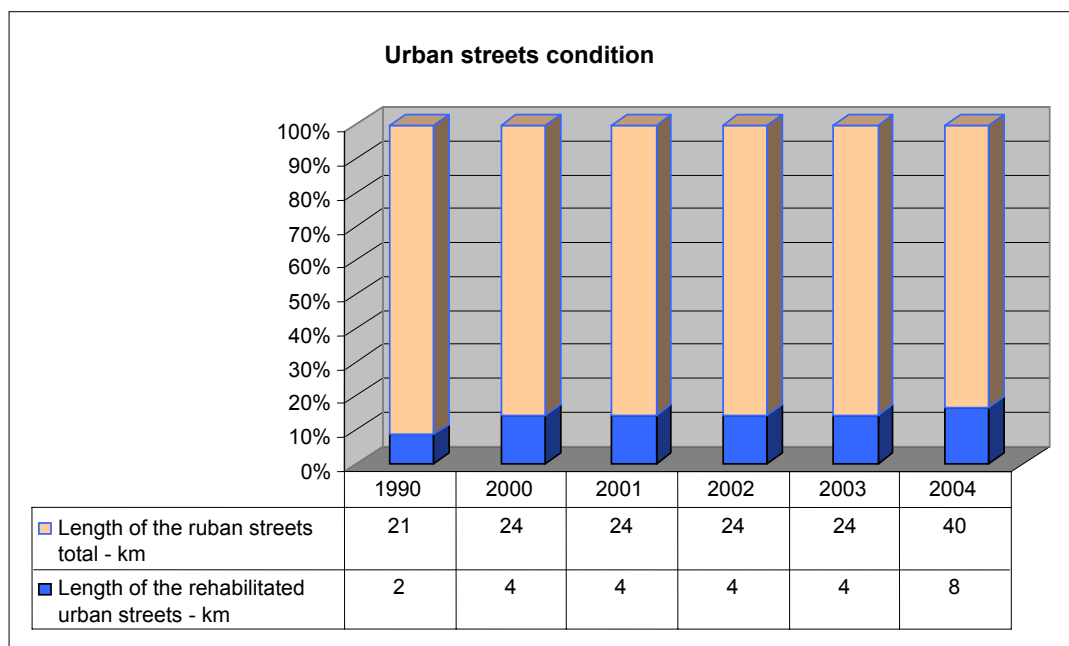


ANALYSIS

Roads and street lightning

Future upgrading of Trans-European Network for Transport (TEN-T) will lead to the completion of E-85 and E-581 roads linking Marasesti with Ukraine and the Republic of Moldova. The development will be major for the whole country, but also very important for Marasesti, because it will be the crossroads of all passengers and commodities coming from northern countries to European Union countries through Romania.

Public roads length in Marasesti is 40 kilometres, out of which only 8 kilometres is modernised (see figure), ranking Marasesti in the last places among other towns in Romania. Also street lighting is in very poor condition and the majority of rural streets are not even asphalted.





The absence of a local traffic study does not facilitate the transport planning process for the town and the wider area. There is an immediate need for such a study which will draw very important outcomes also about the future town planning process.

Public transportation

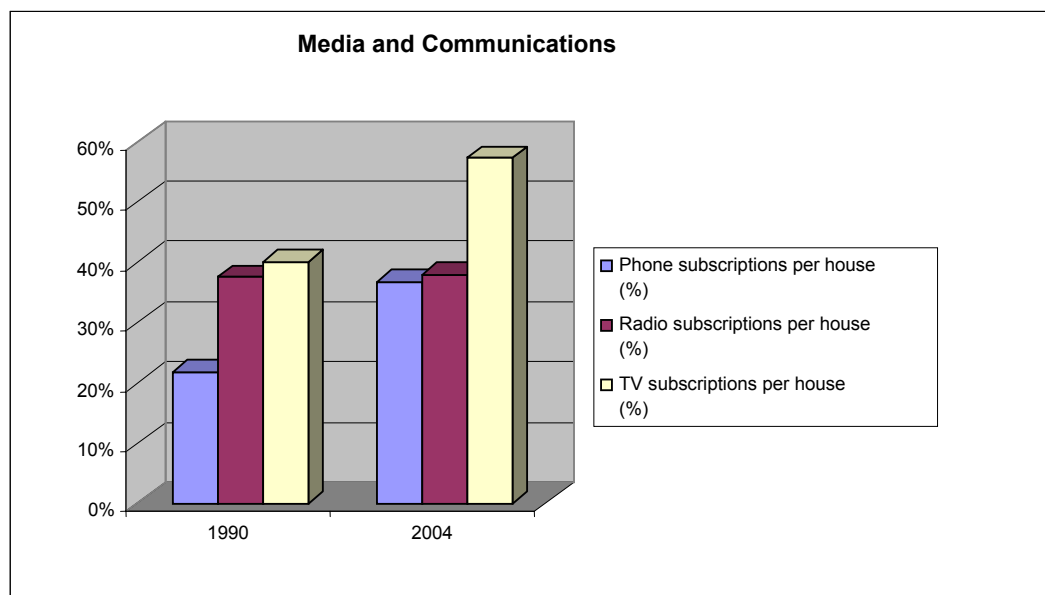
There is no public transportation in Marasesti except for the zonal transportation which belongs to other cities in the area. The existence of zonal transportation which belongs to other cities in the area is an opportunity for the local tourism and commerce business, and the Town Hall should invest on this opportunity to ease access for citizens from surrounding cities to Marasesti, and attract more citizens.



The lack of local public transport system does not facilitate the town's needs. Civilians, especially from the surrounding villages, face difficulties in transportation and there is an immediate need for the purchase of some buses which will cover the majority of the town's destinations according to specific timetables. This investment will also boost the commercial transactions and help the urban development of the suburbs.

IT & Communications

Marasesti hasn't done any steps towards modernisation of Information Technology and Communications. Telephone services coverage is 100% but there is no functional infrastructure that would link the main institutions such as the town hall, Schools, the kindergarten, the County Council and Prefect's Office. There are no council funds available for purchasing performing equipment for the ICT linkage. Internet usage is also very low in the public institutions, and almost null in the private sector. Only 37% of the houses have subscribed to landline telephone services, and radio & TV subscriptions are also at very low levels. There is one local TV station and one local radio station with limited broadcasting time which can facilitate local private business marketing needs.





Public Safety

Local protection from fires is currently guaranteed with the operation of one fire department. The department owns two fire trucks in good condition (1 refurbished and one newly entered in use) and it also has recently acquired modern equipment.



However existing equipment and manpower might be inadequate for the protection of certain areas of the town such as the existing wood processing and textile industries. In addition fire protection inefficiency might also be an obstacle for a potential private investment in the chemical industry.

Police protection is currently run by one police station with 21 employees and 4 cars (3 new and 1 in good condition). However the area experiences high criminality rates, especially in the localities with high presence of Roma population, and local police force might not be adequate for the protection of the whole area.

Railway

The presence of a railway station in Marasesti is an important strength for the town, but transportation has been reduced during the last years by 70%. The Town Hall has to invest on this strength, and plan for the further exploitation of the railway station in both tourism and business.

Marasesti railway station is an important junction between Focsani and Adjud connecting further with international routes. Railway transportation is of major importance for Marasesti tourism.

Poor condition of Romanian trains is an obstacle for railway transportation development in general, but transit passengers can always stop in Marasesti to visit its touristic places and have a meal in a local restaurant. Since transit tourism is one of Marasesti's main strategic tourism priorities, the railway station becomes top priority for infrastructure development.



Utilities infrastructure

Natural gas coverage for Marasesti is 82% and considered to be at good levels comparing to the national standard. However the condition of the network pipes is poor and action for rehabilitation is needed.

Drinkable water supply in Marasesti is 100% for the urban area, but only available in Haret village for the rural area. Drinkable water is distributed in generally cheap prices, and this could be an opportunity for the development of the remaining network for the rural areas.

Electricity coverage is 100% for both urban and rural areas.

Central heating is available in the urban area but not in all rural areas, and especially some schools located away from the centre. Linkage to the centralised heating system is a high priority for the development of the whole area.



A SWOT analysis has been made regarding the transport and infrastructure sector for Marasesti and is presented in the next table:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strategic position of the South-East Region, neighbouring Ukraine and Moldova. This is a great opportunity for transport, SMEs, tourism development etc • Low cost skilled labour force with good basic education available although new skills will be required to meet transport reconstruction demands 	<ul style="list-style-type: none"> • Low efficiency and safety of the road transportation; • Poor quality of the roads, only 20% being modernised, the lowest figure at national level; • Railway density is low; • Low penetration rate of the fixed telephony. In 2004, the fixed telephony penetration rate was 37%, much lower than the EU15 average of 57%; • Low financial capacity of the local authorities • Transport infrastructure has not been designed and built according to EU standards, and significant investment is now needed for rehabilitation to the EU standards; • Safety issues are regarded as a key weakness; • Road network is underdeveloped and poorly maintained creating high accident risk; • Private road freight and passenger services don not operate in the suburbs and rural areas; • Low maintenance investment of rail infrastructure resulting in speed restrictions and level-crossings are in poor condition; • Rail passenger numbers and freight volume by rail is in decline. • The town square is currently not attractive to visitors, due to its poor aesthetic condition; • Poor infrastructure conditions within the surrounding rural neighbourhoods; • High level of bad status of both individual and blocks dwellings; • Bad status of front parts, basements and of the majority blocks annexes, that needs expensive work in up keeping and rehabilitation; • Incapacity of apartments and a part of individual dwellings owners to manage the high costs for dwellings heating in winter amplified by the lack of district heating and its very cold area position; • Bad shape given by the sinuous road, attics, balconies, terraces and even housing annexes building in some dwellings blocks;
Opportunities	Threats
<ul style="list-style-type: none"> • Existence of three pan-European transport corridors IV, VII, IX which connect the neighbouring countries in Central Europe, thus, insuring a quick access to the international distribution channels; • The transfer of the commodities traffic from the road transport to the air, railroad and sea/river ones; • Sustained economic growth will lead to greater international trade • New opportunities to use additional EU funds for development of transport infrastructure in all transport modes. • Increased mobility within Europe will create the potential for economic growth in all economic regions. • Strength in of the business climate will result in improvements in the manufacturing, agricultural and industrial sectors, leading to greater transport demand. 	<ul style="list-style-type: none"> • If there are insufficient national funds available for co-financing investment opportunities some projects will be delayed. • Transport infrastructure needs to be significantly upgraded with attractive rates and service levels to prevent internal transport cost increases and to encourage Romania to be seen as a route into Europe, rather than servicing only domestic traffic. • Rail service, cost and efficiency for both passengers and freight must improve to prevent further decline of rail transport in favour of road transport.



RECOMMENDATIONS

Infrastructure development is a key strategic goal for Marasesti towards its way to economic development. Modernisation in all infrastructure fields is urgent and needs to be facilitated by the local council. Marasesti is based on a major Romanian transportation axis and needs to take advantage of this strategic geographical position.



Modernisation of local roads and street lightning is a prerequisite for local economic development. Steps need to be taken to accumulate the process of streets modernisation, which in parallel with business development will increase the local land value and bring more wealth to the people. The development may have major effect in the surrounding areas of Marasesti and the villages, and it may widen local commercial activities in all parts of the town.

Marasesti needs also to invest in **IT and Communications infrastructure**. This investment will improve both private investment levels and also will improve public services provided by the council and other governmental organisations. IT and Communications infrastructure is costly and requires partnership with private companies, since spending is limited by the local budget. However, the connection among all local public institutions will be very beneficial and towards this direction a variety of projects need to be initiated. E-administration projects and creation of intranet networks linking all public administration institutions may be considered of high value. A cost-benefit analysis needs to be carried out in order to specify the feasibility and results of such projects.



Public transportation is also an important direction to be followed in the next years to come. The town lacks public transportation roots and movement of civilians is considered to be hard, especially in periods with bad weather. Thus, the provision of public local buses is a high priority for the improvement of social life, commercial development and increase of living standards. The provision of access to public transportation for the disabled people is also very important. Rehabilitation and improvement of the train station is also desirable so that Marasesti will become a stop-by point on the railway root. This will also assist the strategy for tourism development.

Public safety must also be a high priority of urbanism and infrastructure strategy. Reinforcement of the police station is needed to decrease criminality levels. In addition the establishment of local police force under the authority of the City Hall may lessen workload currently under the authority of police dealing with issues such as public complaints, traffic issues and penalties.

In addition the town needs to acquire vehicles (tractors, graders) able to respond in natural disasters or very bad weather conditions, and ensure a sustainable functional level of the town infrastructure.





External restoration of public and private buildings will increase our town's aesthetic view and assist our tourism strategy.

The external restoration of private can start from those which are close to the centre, touristic sites and other places with high levels of passengers. Restoration will also raise the commercial value of those areas and may attract further investments in commercial, cultural and social activities.

Renovation of public areas such as central squares and the development of public green spaces are also very important for the development of tourism.

Rehabilitation of the gas network pipes is needed, to improve living standards.



In addition the **extension of drinkable water pipes network** to all villages around Marasesti is necessary.

The economic development will bring newcomers in Marasesti and the need to expand. Thus we need to **take advantage of unused areas** outside the town and add them in the urban plan. This development will bring new investment in house construction and assist further in the socioeconomic development of the town. It is also important to initiate a **programme of upgrading neighbourhoods** characterised by a high degree of social exclusion.



PRIORITY 3: TOURISM

KEY TARGETS

Tourism is one of our main strategic priorities for the development of our economy. It is our duty to present our strong historical background internationally, but it is also important that the way we do it will be beneficial for our people too. On this basis we have set the key targets of our tourism policy for the period 2007-2013:

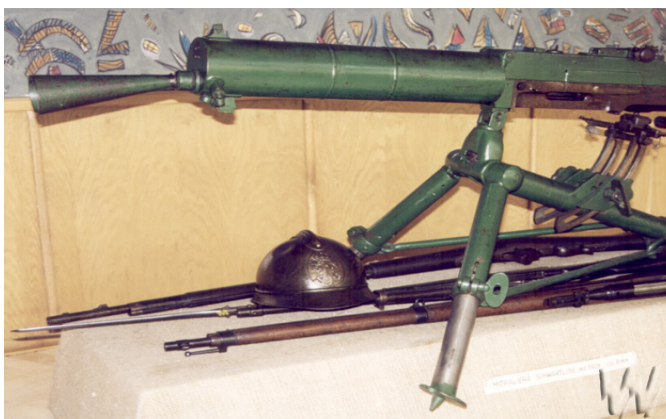


- Rehabilitate our historical monuments, and advance them to decent touristic sites;
- Develop leisure centres and amusement parks;
- Assist private investments in accommodation and entertainment;
- Develop a sufficient skilled manpower in tourism industry;
- Develop a sister-city relationship with another EU city;
- Designed and implemented a new strategy for tourism;
- Develop a decent web-site marketing the town in several languages;
- Utilise our sports centre for tourism purposes, by participating in regional or national championships;

ANALYSIS

Tourism sector in Marasesti has been in the dark for so many years. Apart from some small desultory measures such as the Golden Book of the town, a booklet describing the town and its history (in Romanian and English), and also the Town Hall website: www.primariamarasesti.ro, there has been no significant effort by local authorities to develop tourism industry so far. However Marasesti owns a great historical past background, and there are historical monuments to prove it.

In addition, due to the past socialist regime, there are a lot of tourism and culture buildings in Marasesti that a man would not possibly find in other European towns of Marasesti's size. For example, there is one museum, one concert hall, and one library, plus so many historical and natural sites of national importance such as the statue of A.I. Cuza (the first statue ever built in Romania, the Romanian Veteran's Museum, the Neolithic Sites in Padureni Area, the Statue of Victory in Tisita, the Dodici Forest in Siret Area, and the Calimanesti Dam in the vicinity of the town). Thus, all these sites are of strategic touristic importance not only for Marasesti but also for the whole county.





Still, except for the Mausoleum and the Museum which have an impact at national level, the town lacks any kind of tourism. The Mausoleum is visited by pre school children, school children, veterans and passing by tourists. The town has to promote public and private investments in all aspects of tourism supporting procedures and businesses.

On the contrary the present town infrastructure cannot support the tourism industry at all. No accommodation facilities (hotels or motels) have been built during the past years, and from the existent ones are build prior to 1989. The lodging facilities are: an old inhabitable hotel and few small cabins a camping site at Doaga. For entertainment there are twelve small bars, one pond used as outdoor swimming pool, three restaurants, and one discothèque which fulfil local entertainment, there is no other entertainment capability in the town. The current situation is not very promising, since basic tourism tools such as accommodation, food and entertainment have not been developed at satisfactory levels.



In addition, there are no tourism development institutions such as tourist agencies, and only two authorised guides together with several foreign language speakers, are called to bravely meet the tourism promotion demands. The town infrastructure is also a drawback for touristic development, as the signposts are not efficient, and tourists learn about the main places to visit, using the word of mouth. Transportation is not at all on the side of the tourist (only one taxi cab is currently working, and there are no town buses).

As a result, the majority of Marasesti visitors are Romanians who were born in Marasesti and come back for special occasions and people that pass through on their way to other destinations. Few people also come for special occasions such as the Festivities in

August, which is also the peak period for Marasesti tourist activity. The profile of the visitors is mainly families and middle aged people with middle class financial background.

Marasesti has developed close relations with a Dutch sister-city called “Peep Hesch” and this stands as the most important past attempt for tourism development.

The current presentation of Marasesti on the internet is only reciprocal to the town's historical background and value.

The lack of printed materials promoting tourism in Marasesti (apart from the Golden Book of the town and also a booklet describing the town and its history) is an obstacle for the marketing of the touristic attractions in the area. Visitors must always take something with them (brochures, photos, post cards, souvenirs etc.) to show to their fellows, who will be the potential visitors.

RECOMMENDATIONS

The historical background of Marasesti is of National importance. The Town Hall should not only promote this background for touristic and economic purposes, but also for the maintenance of national historical and cultural heritage. Thus, history should be in the future a main strategic priority of the Town Hall policy and the local community.

Marasesti is in a favourable geographical position, as it is the road and railway link among larger cities such as Focsani and Adjud, Tecuci and Panciu. This fact makes Marasesti a passage for all tourists of surrounding cities,





and as such it has to invest on touristic facilities. So transit tourism has to be part of the strategy agenda.



Tourism based on sports events is also a good starting point with immediate effects. Marasesti currently owns three small sports halls, a stadium where football games can be organized and a hand ball ground on one school's premises. Our valuable sports premises have to be better utilised for tourism purposes. We need to establish teams who will be able to participate in annual regional sports championships, so that teams from all over the region will visit Marasesti. We can also organise school games of both regional and national level, providing we have first developed sufficient tourism infrastructure.

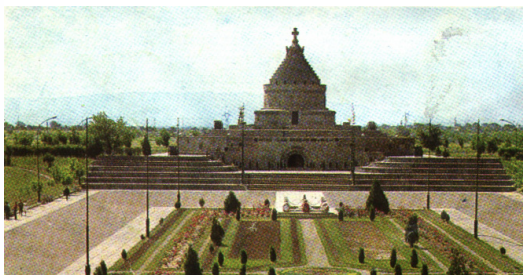
Leisure tourism is also an alternative for Marasesti. There are some nice surrounding places which can host this type of tourism. For example, the Doaga leisure area can be very well developed to a nice leisure place with swimming and barbeque services, if the beach and the disco bar would be modernized. The development of such leisure centres and amusement parks is one of our future targets for tourism.



The development of entertainment facilities such as pubs, bars, concert halls, nightclubs, restaurants, theatres and cinemas, will not only raise local people's living standards, but will also be beneficial to the town due to their supportive role in tourism. The Town Hall needs to promote these types of private investments with various motives, such as tax allowances and business consultation, as they will be a crucial part of the greater effort in the touristic development.

Marasesti has many valuable touristic sites comparing to its size. The rehabilitation of these sites in a touristic perspective will prove to be very beneficial for the local economy, as well as the town's presence and contribution to the wider region of Romania. The strategic objective of the town's tourism strategy has to turn Marasesti into a must-to-visit destination for people who visit the county of Vrancea.

Towards this direction the following sightseeing should be advanced to decent touristic sites:



- First Nation's Hero's Mausoleum;
- Marasesti Battles Museum;
- The statue of A.I. Cuza;
- The Romanian Veteran's Museum;
- The Neolithic Sites in Padureni Area;
- The Statue of Victory in Tisita;
- The Dodici Forest in Siret Area;
- The Calimanesti Dam.

Current skilled manpower in tourism is very limited. Tourism development needs skilled people who will be able to provide high quality of services in order to promote further future tourism development and make Marasesti a touristic destination. The Town Hall needs to provide motives to locals who would like to follow various tourism professions, provide funding for tourist professions seminars, and invest in tourism business. An important attention must also be given to museistic staff training perfectioning.



Marasesti has not established a sister-town relationship (apart from its collaboration with the Dutch city "Peep Hesch". It is important to do so (preferably with a city from a rich EU country) in order to promote tourism with the establishment of annual events among the two sister cities. The majority of Marasesti's current tourism is of Romanian origin, but with the country's accession to the EU more and more Europeans will visit Romanian destinations, and Marasesti needs to be one of them. In addition our sister-city may advise us in many areas, and tourism is one of them.

It is our duty to set the grounds of our future, but sometimes it is hard to monitor it. So, as far as the tourism strategy is concern, we will need to contract external expertise that will develop an analytical tourism strategy for the next period.

In absence of utilization of modern promotional tools and instruments (such as web portals, brochures and leaflets, campaigns) the numbers of visitors and business tourism will still reduced.

We strongly recommend undertaking of a strong marketing plan, based and tailored to the tourism strategy.





PRIORITY 4: EDUCATION

KEY TARGETS

Future projects

The following priorities have been identified:

- To finalize modernisation of the schools units infrastructure and to provide them with modern equipment fitted for each area of study
- To provide life long learning opportunities for out citizens, through launching and development of specific programmes which support creating new learning and working skills, based on real needs and trends identified on the labour market
- To develop more educational partnership contracts with other institutions, eventually from other towns
- To implement more activities with parents implication and eventually, training those to sensitive them with school's
- To organize motivation programs for children, sustained by stimulations to co-opt them in diverse extra school activities, competitions, Olympiads.



ANALYSIS

Marasesti has invested in education during the past years, and as a result it has fifteen education units registered in 2005 (one high school, seven primary & secondary schools and seven kindergartens). Most of these facilities are new built and they are all connected to the central heating system. Every year another school receives donations from Dutch organisations according to an agreement made in the past and in line to the existing cooperation between the two parts.



One of the national education problems is also faced in our town and is about school leavers, especially in the primary and secondary school level. Children from disorganised families and parents who lack interests in education are the most common examples. There are also other causes to the problem such as, children from families whose parents left the country, or families with financial problems. Of course all these causes reflect the low socioeconomic level of the country and also the town of Marasesti. Our concern will be to ease the access to schools for all citizens, and also improve the prospects for students.

The absence of schools for children with special needs is also a problem. The population of the town may not justify the presence of such a school, but access to children with special needs is necessary for all developed societies and our strategy should resolve this issue.

The No. 1 School with classes from I – VII has programs for adults and it currently develops the programs “Second Chance” and “School recuperation”. The majority of the training groups in “Second Chance” and



“School recuperation” programs are formed from Roma ethnics. This is also one of the main issues of Marasesti educational system. School attendance especially from Roma ethnics is considered very low and imposes a further social impact on these social categories.



In addition, Marasesti faces low after-school educational attendance. A minority of high-school graduates continues to higher education programmes in universities and only 30% of the rest are employed. Most of the students get a job either in the local confections industry (mostly women) and the wood industry (mostly men).

There are some national programs at School County Inspectorate level that promote professional training, as well as a Phare founded social-educational centre which is currently financed by the local budget aimed at educational/professional guidance.

Professional training programmes for teachers are occasionally performed (i.e. PC training program implementation of Ael system in the teaching activity), but in general this field needs substantial improvement. The local educational system is monitored by County School Inspectorate.

The following table presents the SWOT analysis made for education:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good geographical coverage of educational offer and consistent network of schools and university 	<ul style="list-style-type: none"> • Quite high levels of school/early dropout; • The absence of internal systems of quality provision and management in education and initial and continuous vocational training (EFPIC); EFPIC infrastructure is not adequate in rural areas; • Insufficient development of training provider network; • Low level of adult participation to continuous education and training and the absence of continuous educational offers adapted to the needs of adults in the system of initial education; • Low adaptation level of educational offers to the labour force requirements; • Insufficient integration of Roma population and other vulnerable groups in education.
Opportunities	Threats
<ul style="list-style-type: none"> • New investment sources – the European Social Fund; • The acceptance in EU of Romanian professional qualifications; • Increasing internal demands of services and products; 	<ul style="list-style-type: none"> • Limited absorption capacity of structural funds/difficult adjustment to the structural fund requirements;



Data regarding quantitative and qualitative information about schools in Marasesti are given in the tables below:

Kindergartens	1990	2000	2001	2002	2003	2004
Kindergartens	6	8	8	8	8	8
Children in Kindergartens	367	338	322	346	356	344
Kindergarten educators	14	17	17	17	16	16
Average children per Kindergarten	61	42	40	43	45	43
Average children per educator	26	20	19	20	22	22
Average educator per Kindergarten	2	2	2	2	2	2

Primary schools	1990	2000	2001	2002	2003	2004
Pupils in primary schools	-	769	724	708	747	712
Teachers in primary schools	-	36	35	35	35	35
Average number of pupils per teacher	-	21	21	20	21	20

Secondary schools	1990	2000	2001	2002	2003	2004
Pupils in secondary schools	-	805	793	750	693	597
Teachers in secondary schools	-	40	50	51	49	47
Average number of pupils per teacher	-	20	16	15	14	13

High schools	1990	2000	2001	2002	2003	2004
Pupils in high schools	684	388	393	450	474	457
Teachers in high schools	31	23	26	29	28	44
Average number of pupils per teacher	-	17	15	16	17	10

Types of institutions	School dropping situation % (2005)	Number of school droppings	
		Boys	Girls
Primary and secondary schools	6%	32	42

RECOMMENDATIONS

Marasesti has a relevantly good school system infrastructure but still need certain level of investment in infrastructure modernization and endowment; the City faces the same major educational problems with the rest of the country. In order to improve the educational level we need to undertake a set of interventions that will be beneficial in the long run.

All students need to attend school. The fact that some youngsters do not causes social inclusion problems and also drops the overall educational level of our citizens. We urgently need to support programmes that will prevent pupils from leaving their schools and also give a second chance to those who have already left. We need to fully support the running programme "Second Chance" and establish this opportunity permanently. However these types of programmes might work adversely and demotivate pupils from continuing education, having in mind there is always a second chance. This is not advisable, and we need to focus our efforts on keeping pupils in education, providing them with useful knowledge for their professional development and also give them the right information they need to choose their potential profession and future. Modern educational standards focus on professional education and specialisation rather than general education and less specialisation as in the past. So the establishment of career development and professional direction programmes are vital for our pupils, our potential workforce. Also access to education for people with special needs is very much needed and we need to take steps forward on this matter.



Our educational system needs also to be more hospitable to our ethnics. Our ethnic diversity is one of our strengths and we need to invest on this strength. Our ethnic societies need to be fully inclusive with our social affairs and as such our educational system must motivate them towards this direction. We need to establish special educational programmes in order to shape pupils' and students' attitude about inclusive society, civic education and responsibility. All our students belong in the same society and they need to follow the same virtues. We also have to reward the best performing students and also establish award systems for the ethnics as well. The establishment or participation in some kind of education competitions is also advisable, membership in worldwide or national educational organisations for these types of events is a very good progress ahead (i.e. Olympiads).



Our educational system needs to embrace our potential citizens with values and ethics that are going to support our European Integration and follow the rules of a modern society. In addition we need to prepare our students for the European market and make them competent professionals who will be able to improve our local business environment and also assist in the development of our gross national product. The establishment of effective partnerships and networks in education for increased relevance of education to the labour market is at this point necessary. We also need to develop entrepreneurial and business education who will also be collaborating with our proposed business incubator and promote potential business professionals.

Lifelong learning is also very important in all modern societies because it gives the opportunity to continuous improvement of our professionals. Towards this direction we need to embrace seminars and also promote intercity or inter-organisational cooperation for life-long learning. Special seminars can be organised for specific fields (i.e. ICT) in order to advance our professionals on a higher level and provide them with skills to be able to cope with European competition.



PRIORITY 5: HEALTH

KEY TARGETS

Our key targets for the health priority are set to be met with short term projects and also long term projects. By 2009 we should focus on:

- Endowing with equipment the surgery hall and the laboratory, and Reopening the surgery department;
- The sterilization station will become functional in the obstetrics gynaecology department;
- Finalising works for modernization of the alimentary block and for the diet food of the hospital;
- Developing better living conditions for the rooms with 2 beds.



We should also work in parallel to complete our long term targets, and by 2013:

- Reorganise the hospital's specialized ambulatory;
- Draw new doctors;
- Establish new oto-rhino-laryngology and ophthalmologic departments.



ANALYSIS

The main problem in the field of health is the lack of funds for endowment with modern equipment, medicine and especially for re-establishing the surgery department.

Assessment of Population health status also shows the following dysfunctions:

- impossibility of covering the necessary funds for current expenses of medical units and assuring with free and compensated drugs;
- quite big affluence of ill people and big number of hospitalizes that constitutes social cases;
- reduced number of specialist doctors in certain areas;
- inefficiency of ambulance services because of weak technical endowment and low number of vehicles and staff.

The institutional structure for health in Marasesti currently comprises of one hospital with 5 departments and a total capacity of 60 beds, and also public and private dispensaries, pharmacies and laboratories (see table next).

Facility	Type	No.
Dispensaries	public	1
	private	2
Pharmacies	public	1
	private	3
Laboratories	public (within the hospital)	2 (1 medical analysis laboratory and 1 radiology laboratory)
	private	-



Details about the hospital departments are presented in the next table:

Secții	No. of beds
Department	20 beds
Internal Diseases Department	16 beds
Paediatrics	12 beds
Obstetrics- Gynaecology	8 beds - not functional
General Surgery	4 beds - not functional

The hospital currently operates the following equipment; 1 echo graph, 1 Rontgen Eltex diagnostic machine, a VACCUDAP charger, 1 electrocardiograph, 1 Biochemical analyzer, 1 not functional anaesthesia machine, 2 monitors, 1 electrocautery, 2 sterilization stations with own generator (from which 1 not functional) and 1 ESOFAGOSCOP machine. There is urgent need for other medical equipment to be purchased such as; 1 anaesthesia machine, 1 Rontgen machine, 1 electrocardiograph, 2 monitors, 1 sterilization station with own generator, 1 sterilization pupinel, 1 biochemical analyzer, 1 infants incubator.

The number of people employed in the medical field is given in the table below:

Type of medical facility	Staff	No.
Hospital	doctors	3
	medical assistants	20
	midwives	0
Home care	doctors	1
	assistants	0
Family doctors	doctors	6
Dentists	dentist	1

The current medical manpower is low numbers and this needs to be improved. The opening of the new surgery department as well as the other medical departments in the hospital together with our goal to improve the quality of health services in Marasesti creates a priority in new medical staff recruitment.

There were 2396 hospitalised people in 2005 and a number of 1485 consultations in home care. The ratio medic/patient for the hospital is of 297 patients per medic. The type and number of cases of illnesses is given in the table below:

Type of illness	No. of cases
Diseases of the respiratory apparatus	966
Diseases of the circular apparatus	287
Diseases of the digestive apparatus	236
Endocrine diseases of nutrition and metabolism	177
Diseases of the osteoarticular system	146
Diseases of the nervous system	140
Diseases of the genital- urinary apparatus	106
Malign tumours	95
Pregnancy, birth, postnatal and diseases in the perinatal	88
Diseases of the skin and of the subcutaneous cellular tissue	53
Traumatisms	25
Ocular diseases	14
Mental and behaving disturbances	6
Infectious parasitical	3



Marasesti Strategy 2007-2013

In the last years was registered a growing medical exams solicitation from population determinated especially by the existing socio-economical conditions.

The invested budget for the health in the last three years is given in the table below:

Year	Sum (in RON)	Sum (in EUR*)
2004	903.000	255.792
2005	1190.000	337.091
2006	1223.000	346.439

**Expressed at current exchange rate for comparative reasons. It does not represent the actual value as the exchange rate has increased during 2004-2006.*

The town is “famous also for the biggest HIV/AIDS children infection in the country’s history. In 1989, 73 Roma children (born between 1987-1989) living in Modruzeni village were infected by the HIV/AIDS disease. Officially today there are 41 registered HIV/AIDS infected people left but the real number is consider to be much larger as many people are afraid of the community stigma and they don’t test or register. It is very urgent to resolve the problem so it does not spread.

The hospital is not in very good condition and this causes malfunctions in the services to the public.

RECOMMENDATIONS

In Marasesti, there are sufficient facilities for the provision of medical services, i.e. one hospital and three dispensaries. However, current medical services do not fully comply with European Union standards and this is not because of our medical staff, they are doing a great job according to the medical equipment they have. It is our medical equipment and facilities that need rehabilitation and endowment in order to provide the best possible service to our people. Towards this direction we need to undertake and implement a series of projects.

The rehabilitation of the hospital is one of the main priorities to be followed within the next years. The hospital needs to be refurbished and also to be equipped with new modern medical tools and equipment. Medical infrastructure needs to be improved in general, and where possible to allow initiatives for private investments which can substitute public institutional infrastructure.

In addition infrastructure needs to be created for the elderly people and also the disabled people. Health care provision especially for the elderly people is very important and can be applied with “doctors visiting at home” programmes in order to provide best services. Disabled people need also special care and people who are in need of special parts (prosthetics) need also financial help from non-governmental organisations. It is our duty to lobby for these people and to improve their living standards.

Integrated IT systems instalment programmes that have previously been advised in this strategy framework can also be very beneficial for the better institutional function of our medical infrastructure. The inter-connection of all local public institutions may improve a lot of procedures among them, and allow more time for our public servants to further develop the quality of medical services provided.





Due to the fact that a significant part of our economy is based on industrial activity, we may need to consider applying awareness programmes for the establishment of labour health and safety. These programmes may liaise with governmental organisations to approve the best practices for the implementation of health and safety regulations in work.

The special issue of HIV/AIDS patients of the area may not be unattended. The council urgently needs to implement a public awareness programme concerning the disease and also identify the exact extent of the problem. It is very important also to seek for funding in order to be able to provide treatment for the known patients, providing best possible services to these people and also gain the technical know-how which is very important for our local community.

All health concerning projects may result to more effective medical institutions with better quality of service and better response timetables. A healthier Marasesti is a direction we all need to follow and together with a better environment improve our living standards, for our children to inherit.





PRIORITY 6: SUSTAINABLE ENVIRONMENT

KEY TARGETS



Our strategic objective complies with the SOP for environment and sets the grounds for sustainable environment to support economic growth, better living standards and tourism development. In order to achieve our strategic environment objective we set the following objectives to be met by 2013:

- Establish of sewerage connection for the Siret Street in Marasesti;
- Complete the extending and hydraulic equilibration of water alimentation in Marasesti town;
- Modernisation of waste management and Complete the Haret I landfill setting;
- Complete the rehabilitation of the water pump stations for the alimentation with cold water of the high buildings in Marasesti;
- Rehabilitate the water treatment plant and modernise it to comply with EU standards.

ANALYSIS

The environmental pollution in Marasesti is due to both: the existence of obsolete and ineffective/polluting technologies and the insufficient financial means for the procurement of suitable environmental protection equipment.

The lack of data about levels of air pollution and current emissions in the area of Marasesti draws a difficulty in assessing the current situation of air pollution. However the past operation of large Chemical and other manufacturing facilities in Marasesti may have contributed in the reduction of environmental quality below EU standards.

Marasesti is one of the areas affected by rivers and tributaries flooding and also belongs to a greater seismic area. Environmental strategy has not been among the main elements of local councils agenda.

During the last three years, two Environment Audit actions (one of the first level and another of the second level) have been carried out concerning the activity of the landfill of Marasesti.

Also two feasibility studies have been carried out the first one on the technical solutions for the sewerage and rehabilitation network of the water waste plant and the second one - a SANTID program fundamental study-on the rehabilitation of the water alimentation system.





Waste Management



The endowment and the collecting of euro garbage bins as well as the purchase of a compacting garbage truck are among the main environmental projects implemented during the last 3 years.

As most Romanian localities, Marasesti faces problems in the collection, transportation and storage of domestic solid waste. At the moment the process is carried out by a private local company (S.C. ILGO S.A, owned by the City Council) which has a fleet of auto-containers, garbage trucks, tractors with trailers, trucks for water and sewage and bulldozers for garbage collection. The trucks status is bad, having a usage rate of 75% in 2005.

Garbage is collected daily from garbage bins from blocks, once a week from houses and on demand from containers and companies. A garbage collection route takes 2 and half hours. The level of services is considered to be good but endures low profitability. The costs of waste collecting are of 27,76 lei/m³.

The collecting of garbage from blocks and companies is made in euro garbage bins, respectively in containers of 4 m³. The company is also responsible with endowing the citizens with garbage bins. There are approximately 140 euro bins in place in good condition (1-2 years old) and 34 containers in satisfactory condition (3-8 years old).

The waste gathering frequency is once a week for houses areas, twice a week for blocks with flats areas and daily for economic agents.

The waste products are stored temporarily by population and economic agents into the specific point equipped with plastic pubells and/or containers. The gathering recipients are placed in urban area serving to the citizens living in flats, houses and economic agents. The main economic agents having the biggest contribution to industrial waste generation are the timber and furniture units. Wastes are transported to a not dangerous waste warehouse, A class, in Haret district.

The garbage hollow occupies a 2.2 ha surface with 120000 tones capacity, the distance to human dwellings being 1.8 km.



The solid waste management system in Marasesti currently occupies 12 people (3 in administrative jobs, 7 in the collection and transportation process, 1 in the workshop, and 1 at the landfill site) with a total annual cost of 86.000 RON.

The landfill is approximately 12 km far away from the town on the territory of commune of Movilita and it is proposed to become the landfill of the district. It is under the responsibility of the Local Council of Marasesti through S.C. ILGO S.A. and owned by the town hall of Movilita. The 120.000 m³ landfill is almost 11 years old, and is accessed through concrete road.



Water networks

Water supply coverage is 100% for the urban area, whereas in the rural area water supply is available only for Haret village. One of the advantages is cheap distribution of drinkable water. There is a water treatment plant with huge capacity but it is outdated and needs rehabilitation.

There is a main sewage channel in Marasesti provides 80% coverage of the urban area and it is above the average Romanian standards. However most of the sewerage network is in old condition and needs rehabilitation.

Out of the total of 2609 human agglomerations of more than 2,000 population equivalents in Romania, there are 340 human agglomerations with waste water treatment plants. The existence of a water treatment plant in Marasesti is a privilege for the whole area, since it can support the surrounding localities, and also all new businesses that will be established in the industrial park. The waste water treatment plant is situated in south-est side of the town among the river, 1 km away from town. Treating capacity is of 250 l/s and it is overdimensioned reporting to current debit of 8 l/s. The overdimensioning due to last years industrial activities. However the plant needs overdimensioning and rehabilitation to comply with EU standards.



Floodings

Part of the river banks in the region require dikes and protection earthworks as, during the periods of heavy rainfalls or thaw, Siret waters overflow the natural riverbeds producing floods. Marasesti has been one of the main affected areas in 2005 floods, and flood defences have to be a top environmental strategy priority.

At the moment there is no basic strategy for floods prevention, and the council has only developed a plan to encounter serious catastrophe. In line with this plan, quick response teams have been formed in each part of the town (including villages) for evacuation of the population with basic technological equipment.





A SWOT analysis has been carried out for the environment sector and the results are presented next:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Rețea Cheap distribution of drinkable water • Water treatment plant with huge capacity • Main sewage channel with 100% urban coverage • Fast accessibility for those facilities • The landfill is EU compliant • The landfill has remaining capacity of ten years • Two Environment Audits have provided critical information about the landfill of Marasesti • Past emissions of dangerous substances by the chemical and other manufacturers have been radically reduced • Touristic potential 	<ul style="list-style-type: none"> • Low administrative capacity to implement the legislation in water sector • Insufficient centralized systems for water supply and sewerage network, for the rural areas (available only for Haret village) • Low quality of drinking water supplied to the population because of the old networks and interruptions in drinking water supply; • Insufficient funds allocation for the protection against floods • Insufficient forests and flood defences in the surrounding area increase the risk of flooding • The area is very close to Siret river and at the same elevation level, with high risk of flooding • Poor infrastructure for collection, transport and disposal of waste • Insufficient financial resources from local council to be involved in waste management • Insufficient absorption capacity for EU funds • Lack of data concerning air pollution for the area
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • EU funds allocated for environment sector in Romania • Business opportunities for foreign companies to invest in water sector (in the context of EU funds) • Developing Public Private Partnership for water sector • Development of ecological tourism 	<ul style="list-style-type: none"> • Low capacity of local authority to develop good project applications in water sector; • Difficulties to sustain the investment costs of the projects in the field of environmental infrastructure from the local budget

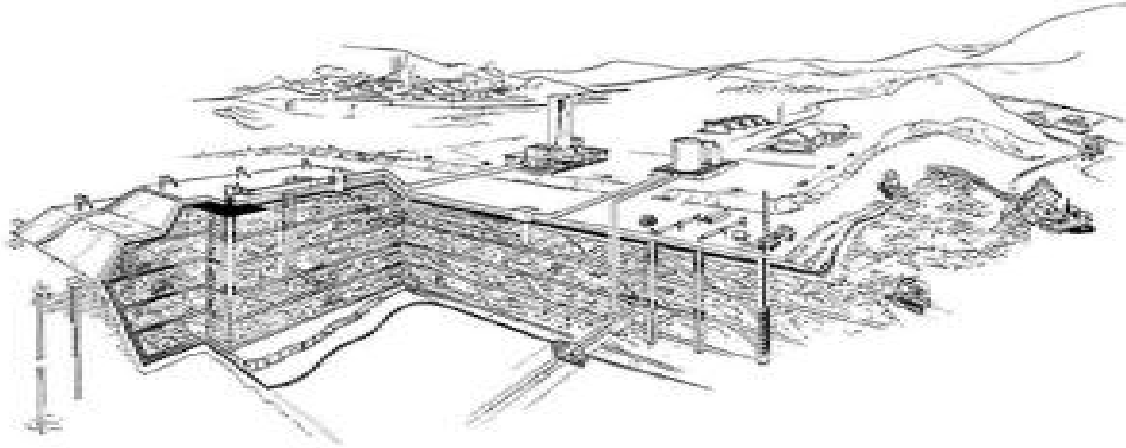
RECOMMENDATIONS

Marasesti needs to follow several important environmental actions in order to bring environmental quality to average EU standards, and also support its main economic policy. We urgently need to attract financial resources from structural funds and private investors for investments in environment. Towards this direction the establishment of a local office under town hall authority that will deal with environmental issues, and will be responsible for the local environmental strategy development, is necessary. In addition, a local public awareness campaign needs to be launched for the first steps of environmental education to be taken.





The rehabilitation of all infrastructures for waste disposal and water treatment and extension of it in order to supply services for the rural neighbourhoods represent the top priority interventions in this field.



The increase of touristic and commercial activity can only be based on a sustainable environment strategy. It is very important that the strategy will ensure the existence of sufficient green areas for the public, and improve the quality of life.

We also have to establish links and partnerships with all big local companies and industries to initiate a collaboration effort for pollution reduction.

The organisation of vocational training courses in order to promote environmental awareness to all public stakeholders will also be a catalyst for the implementation of our environmental strategy.

It is crucial for the local community to have a clear solid waste management that will ensure future environmental sustainability and compliance with EU standards. This will include: modernisation of the local public service and development of a integrate system for waste management, accompanied by the necessary related works and endowments.

The development of a flood management strategy as well as a crisis management policy are very important for our area and need to be urgently established and implemented. We need to bring investors and we have to be committed to the protection of their investments, as well as the protection of our people's properties. The forestation of some areas may be an option as well as the fortification of Siret's banks. The best options will be exploited by the development of the flood management strategy.

Marasesti needs to draw the potential EU funds allocated for environmental projects in Romania, and in line with the Sectoral Operational Programme for Environment to promote investments for environment.

In the field of anti-seismic protection we need to ensure all new buildings are constructed according to anti-seismic standards and also to increase existing buildings safety standards. Towards this direction we establish a council anti-seismic strategy.



PRIORITY 7: SOCIAL SERVICES

KEY TARGETS

Marasesti is a town with main social problems, which need urgent attention and quick measures. However we need to set both long-term and short-term targets in order to provide sustainable improvement of our people's living standards by 2013.

Thus, as long-term targets we have identified:

- ◆ The decrease of school truancy especially that concerning Roma ethnics.
- ◆ The decrease of children at risk
- ◆ The creation of social services that will deal efficiently with the disabled people
- ◆ The increase of long-term employment and the improvement of our people's professional development
- ◆ The better provision of social services for the elderly
- ◆ The efficient and solid financial assistance to the families that need them
- ◆ The development of a system that will provide assistance to families affected by natural or other disasters
- ◆ The decrease of criminality based on an anticipated strategy for social inclusion.



Short-term targets that will have an immediate effect and relief to our social services system are:



- ◆ The creation of A Socio-Multicultural Day Centre for Roma children
 - ◆ The creation of a Therapeutic Educational Centre for HIV infected children
 - ◆ The development of a centre for socio-professional rehabilitation
 - ◆ The development of a centre for children with lack of family care
 - ◆ The development of a network of minimum 10 skilled home carers for elderly
 - ◆ The provision of financial support by the council to include more social beneficiaries
 - ◆ The creation of a social canteen
 - ◆ The creation of a day centre for the elderly
 - ◆ The creation of an emergency centre for domestic violence victims
 - ◆ The development of a council funded bus
- root to meet student needs from rural areas
- ◆ The allocation of council budget funds to allow funeral expenses for adult persons without family.



ANALYSIS



Marasesti faces the same social problems as any other Romanian town of its size, but also has faced two other major setbacks, the HIV infected incidents identified in 1989 and the large Roma ethnic population living in poor condition. Other main social problems include high unemployment rates of 12% (maybe over that, since the official data cannot be considered as very precise), low salaries offered both by private and public employers, poor quality living conditions for the 30% of the population, high criminality rates, and many people with the need for housing (currently there are 100 demands for social housing).

The unemployment problem is identified mostly to not qualified persons, and has been mainly caused by the closing down of the two main factories that were employing most of the labour force in the town: Glass Factory and SC MARCHIM Marasesti, and it is maintained by the reduced capacity of the Romanian economy to create new jobs, especially in branches with high added value. In addition no opportunities of training or specialising in certain jobs have been given in the past and the no-skilled unemployed persons do not have good employment prospects for the future. As a result labour force migrates towards EU countries for a better salary. The high unemployment rate has also been developed by the increase of the Roma population followed by a high rate of drops out of school and generated a large not qualified labour force. In order to deal with the problem, the council has established the program "Second Chance" where children that dropped out of school are integrated to finish their school studies.

There is an association for supporting the development of Roma communities in Marasesti which deals with the problems that the Roma community faces and its main goal is to improve the status of the Roma ethnics based on the development of a project regarding education for the Roma community and establishing religious communities and buildings for this purpose. At the moment approximately 1000 Roma ethnics are being assisted by the association.



Other major social problems in Marasesti include the lack of family planning, insufficient home care services and the lack of centres for homeless, the lack of day services for disabled persons, the lack of material and financial support for emergency cases, and the large families of Modruzeni village who live in poverty conditions with insufficient public utilities to house them (there are over 2,000 timber dwellings with only 1 or 2 rooms in Modruzeni, where 4-10 member families live. The Vrancea Police Inspectorate have co-operated with Vrancea Red Cross to provide identity documents to those families in Modruzeni and legitimise their existence and status as citizens of Romania).

Marasesti Local Council has created the Public Social Assistance Service through the decision no. 11/27.02.2003. The Public Social Assistance Service is functioning under direct authority of Local Council Marasesti and its goal is to implement the measures, programs, and activities for the persons and group of persons that have no possibility to achieve through their own means a decent way of life. Its role is to enforce the policies and strategies of social assistance for the families, single persons, elderly, disabled persons, and any person at risk. It doesn't have its own budget but the sums used for the social benefits are coming from the local budget, extra-budgetary sources, project funding, sponsors, and donation. The service currently consists of five public servants, three advisers, one inspector and the chief of office. The services provided



by the Public Social Assistance Service include activities to identify the social needs and to refer towards specialised services (if necessary), informing the citizens on their social rights and responsibilities, Urgent actions in crisis situations for all categories of people, primary counselling, measures to keep persons within the family and community, and measures for community involvement. Unfortunately due to insufficient staff and large number of beneficiaries of social benefits the main activity of social workers is limited to filling in paper work for these benefits, causing the presence of this department to be rather bureaucratic than social problems solver.



The beneficiaries of social benefits from Marasesti are supported also by the Red Cross Vrancea situated in the city of Focsani, and include:

- 750 families with low income, receive social benefit under the Law 416/2001 regarding Minimum Income Guarantee, and also receive benefit of financial support for heating
- 620 families beneficiaries of Emergency Ordinance 105/2003 regarding complementary allocation,
- 100 beneficiaries of Emergency Ordinance 148/2005 regarding support for raising children
- 150 annual beneficiaries of law 61/1993 regarding state allocation for children



Protection and promoting children rights involves a large number of activities coordinated by the County Council through its specialised social assistance service according to Law 272/2004. The service currently deals with 45 children protected in the Placement Centres of the County Social Assistance Service Vrancea, children at risk in families (50 cases annually) and children with committed crimes (15 cases annually).

For each child in risk situation within its own family the Family Council scheme is currently under development with the main responsibility to design together with the family a service plan for preventing the separation of the child from the family.

For public awareness regarding the child protection we have started a Consultative Community Council in order to limit the incidence of vulnerability of children and to find alternative solutions to institutionalisation.

Since March 2004 the Day Centre Marasesti offers social services to the children that are in school system including psychological counselling, educational help and entertainment after school.

Social services provided to elderly are far from responding to the needs of the community and are limited to home care services provided by the NGO "Saint Emperors Constantine and Elena", medical services provided by Town Hospital (a number of palliative care beds offering medical and social care for the terminally ill), and other services of counselling, and legal aid. A number of approximately twenty elderly people are occasionally supported but the need to be placed in a residential home stands firm at the moment.



The cases of domestic violence are referred to the Shelter run by Red Cross Vrancea situated in Focsani City, according to Law 217/2003 for preventing and fighting the family violence.

Services for the disabled persons include activities to facilitate access to Commission for Expertise currently dealing with 180 cases, ninety personal assistants with working contract paid by Marasesti Town Hall, ensuring availability of five wheel chairs with the support of “Calea Vietii” NGO, and drugs and vitamins offered by Red Cross Vrancea every year to 19 children with chronic diseases.

RECOMMENDATIONS



One of the main principles of Law 272/2004 regarding protection and promotion of children rights is to decentralize the services of child protection and to introduce the multi-disciplinary intervention of local authorities alone or in partnership with NGOs. According to article 111, line (1) from Law 272/2004 in order to ensure the prevention of separating the child from its family, the Local Councils have the duty to organize by themselves or in partnership day services according to the local needs. In light of this the following services are considerably needed for our community:

- A) A Socio-Multicultural Day Centre to deal with Roma children of school age and main objectives to reinsert children and youth from Roma community within the school system and to finalise the compulsory school period.
- B) Therapeutic Educational Centre for HIV infected children and for those with chronic diseases. The main purpose of this centre will be to apply medical surveillance for the infected children and to provide them with the daily needed food.

In addition important social interventions may be the development of a centre for socio-professional rehabilitation with the responsibility to provide further education and professional training for unemployed non-skilled persons, and the development of a centre for children with lack of family care. These are currently considered ambitious projects due to local council funding limitations, but still very important for the achievement of social inclusion.

The low local level of entrepreneurial culture needs urgent improvement. Actions need to be taken to develop positive attitudes towards entrepreneurial culture, to develop modern managerial skills, encourage new entrepreneurs and provide services to support businesses.

In addition the promotion and support of training in new technologies and especially ICT as well as the training and professional development of people in long-term unemployment or less attractive jobs is very important to be sought by the local business incubator that will be established. Besides, public servants need also to follow personal and professional development programmes as part of the institutional strengthening strategy. Also the council needs to operate a service of registering the unemployment figures, quality numbers and causes and also provide with solutions and lobby for the unemployed people to find a job, or follow a professional development seminar, or even provide professional counselling services.



Another crucial parameter is to fight long-term unemployment. The council must make a thorough analysis of the problem and identify the reasons of long-term unemployment in local level, spot the areas with higher concentration of long-term unemployed and deploy specific measures to reverse the problem causes based on a long-term strategy concerning employment and its qualitative specification.



In addition according to article 121 line (1) from Law 272/2004, mayors may provide exceptional financial benefits to families with temporary financial difficulties or encounter situations that endanger the normal development of the child. In light of this those families may be considered for extra financial with the form of a social benefit provided by the local council.

Considering the great number of school drop-outs and also due to the insufficient capacity of the Day Centre or the incapacity of the children in rural area to arrive to the Centre, an extra social financial benefit may also be given to these families. In addition public local transportation buses, which are proposed in previous chapter, may provide services to these families free of charge.

As far as adults are concerned the main proposal for this category refers to maintaining of the provision of social benefits described above and the development of new services currently needed: a social canteen, a centre for elderly and an emergency centre for domestic violence victims.

There are a lot of social services that the local council can provide, according to Law 17/2000 regarding social assistance, where the responsibility for organizing social services belongs to Local Council that can provide them by itself or in partnership with NGOs or other institutions.

In light of this the following interventions are proposed:



A network of minimum 10 skilled home carers for elderly as the implementation Law 17/2000 (article 21 line 2 letter c). For elderly dependants or semi-dependants of social services we consider the need to create a Residential Centre for Elderly with a capacity of 20 places.

A sum to cover funeral expenses for adult persons without family needs to be allocated to the council budget (article 7 line 3 Law 17/2000).

Due to the fact that the local budget is not sufficient to afford all the proposed needs we need to increase the capacity of fundraising and to do that we propose to create a Centre for NGO Partnerships and

Humanitarian Help, with the responsibility to liaise with the local council social experts and county or national social associations and seek to draw funds to finance the needs of Marasesti social services.

In all cases our strategic goal needs to be the improvement of social life and services to the public and our approach cannot be reactive forever but constructive for a better future. Our aim is to assist in the creation of new jobs in Marasesti and the development of our people's wealth, and not the multiplication of social beneficiaries with no prospects for the future.



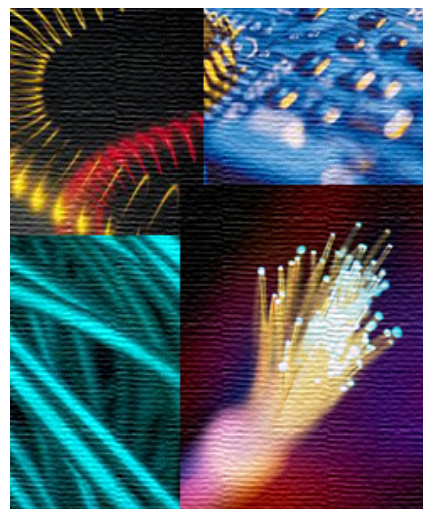
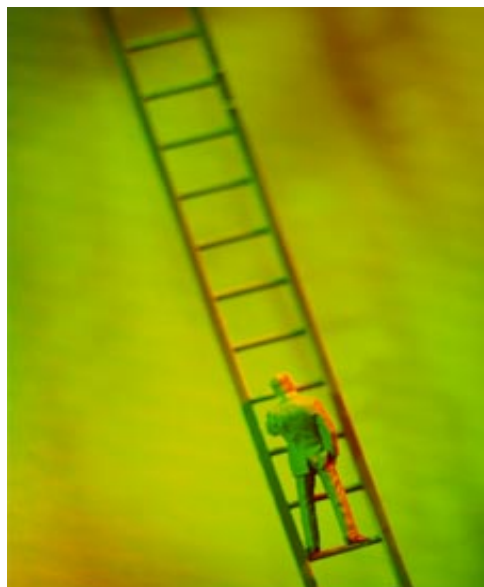


Part VII - Objectives

Our strategy is based to focus on certain areas in order to achieve our strategic goals, always having in mind our principles and values. We set the future of Marasesti and this is guaranteed only by rationalising the process of strategic planning and developing specific procedures to define our strategic goals. Our strategic goals define where we want to be. But how do we get there? To answer this question we have designed a list of objectives to be achieved by 2013, so that we all enjoy our progress and look at the future with pride.

Our objectives set to facilitate the wider strategy framework need to be persistently pursued and also widely agreed with all stakeholders to achieve higher results. By 2013 we need to have accomplished:

- ✓ An important boost of our economy based on both short-term and long-term business revival strategies. Our economy needs to be quickly injected with growth and financial results of our local community need to be radically improved. This short-term business revival will be our first objective as it will sharply extinguish economic disparities within our local community and will soon reduce poverty levels. In parallel our more long-term strategy is to increase wealth in all local community dimensions and make Marasesti a more competitive place to do business. This is our long-term objective and it requires all partners to collaborate within a wide process of identifying the business opportunities of our community and determining the tools to turn these opportunities into economic growth.
- ✓ A decrease of unemployment and especially long-term unemployment. Our people have the right to work and we have the responsibility to create the grounds for them to do so. It is our objective, thus, to increase employment figures for all weak social categories, such as women, old people long-term unemployed, partly disabled or people with chronic health problems and of course young people. Our specific objective for unemployment is to introduce the part-time work concept and increase the family budget for those who need it urgently.
- ✓ A major change in our aspect about tourism. It is widely known that not a lot of developments have been recorded in tourism during the past years. It is our responsibility to achieve momentum in promoting the tourism industry in Marasesti and our objective is clear: "to make Marasesti one among the top touristic destinations in County Vrancea". So we will put more effort in rehabilitation, better valorisation and promoting our historical monuments that are of high national importance as well as promoting our beautiful theme parks.
- ✓ Radical improvement of all our infrastructure systems. As explained in previous chapter, infrastructure is one of the key factors for attracting business investments. By 2013 we will have improved all infrastructure systems including ICT for the development of business initiatives and also the improvement of social institutions functioning.





- ✓ An improved and modern transport system, including rehabilitated roads and transport stops, as well as public transportation vehicles. By 2013 we will be ready to provide good transportation services in order to host our tourists and also our citizens will be more convenient to live in a town with better transportation access for everybody. Marasesti will be a more attractive town with rehabilitated and beautiful parks and squares.



- ✓ A modern educational system which will have been enforced with strategic partnerships for the improvement of education quality and the development of people ready to be absorbed by the business environment. Our objective is to create professionals who will be able to contribute in the real business environment and vocational training is a very important tool to achieve that. In addition our educational institutions will be enforced with advanced technological systems in order to follow European Union standards and be competent in the wider European market.
- ✓ A modern rehabilitated hospital which will be able to meet the needs of our people. The rehabilitation of the hospital and the opening of some additional departments as well as the modernisation of the medical equipment stand as a priority for the health sector and the improvement of our living standards. By 2013 Marasesti will also have enforced the development of other medical institutions apart from the hospital, either public or private, to widen the medical capacity of our town and also improve our health services with the enhancement of our medical manpower skills.
- ✓ A better platform to ensure sustainable environment for our people. The completion of all past environmental efforts is our priority based on our basic principle which is equality for all. In light of this principle Marasesti, by 2013, will have a complete sewerage and water alimentation system with 100% civilian access. Marasesti will also have resolved waste management needs with the completion of Haret landfill, and will have established relations of trust with its civilians, having a wide, collaborative process of discussion and commitment to ensure everybody in Marasesti protects the environment.
- ✓ A better social environment based on public safety, trust for the public services and promotion of human dignity, equality and social responsibility. By 2013, we will have improved all our social services, which will not only focus on financial benefits for the most vulnerable social categories, but will have established a solid system for mitigating social problems on their causes.





Part VIII

Institutional Strengthening Modernisation of Public Administration

KEY TARGETS AND PROJECTS INTERVENTIONS



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 analysis and in line with the 4 areas of interventions presented above, the following key targets and projects interventions are designed, for institutional strengthening of the Marasesti.

The proposed key targets are structured on 3 different levels (internal strengthening – absorption capacity – strategy implementation arrangements), but in the same convergent in order to contribute to overall process of transforming Mărășești City Hall into a strong, efficient and modern local public authority capable to face the challenges and maximize the opportunities offered by integration of Romania within the European Union.

These targets also aim to assure the necessary administrative and procedural framework for strategy smooth implementation, due to the complex requirements of setting strong operational and management structures capable to take the city development forward to vision and strategic directions accomplishment.

1. Improvement of internal communication and of service delivery to the citizens;

- Creation of a Registering, Information and Counseling Bureau;
- Development of a network of information points at the level of the existing neighborhoods of the locality;
- Increased involvement of the citizens in the decision making process at the level of the locality issues;
- Initialization of a Document Management Software Application, as a necessary framework for improving of the circulations of documents within the institutions;
- Setting of a City ICT Network, which will include connections with all public institutions;
- Development of a Data Base with Indicators and other key facts for monitoring and assessment of the progress in relation with different Sectoral interventions and current activities of the administration;



2. Increased absorption and management capacity of Structural Funds of European Union and other available funding opportunities;

- Setting of a Projects Implementation Unit with clear roles and responsibilities, established modern procedures, adequate level of resources and appropriate staff structure with correspondent necessary training;
- Conduction of a Training Need Assessment and undertake a tailored and in stages Training Programme;
- Introduction of strategic planning and management as a current practice within the overall activities of the local administration;

- Increased number of partnerships with similar local authorities, civil society and private sector - at regional level for initialization and undertaken of public utility interests projects;

3. General implementation arrangements in order to support the implementation of the actions under the priorities of the Marasesti Strategy – General Framework 2007 – 2013

- Establishing of the Marasesti City Strategic Partnership including Marasesti City Council, Marasesti City Hall and other major stakeholders as business sector representatives, decentralized institutions, citizens associations and NGOs ;
- Setting of a Strategy Implementation Unit at the level of the City Hall;
- Elaboration of annual Operational Programmes and Implementation Plans based on the proposed List of Actions within the General Framework;
- Establishing of a Strategy Monitoring system and Best Performance Review plan and regularly monitor, evaluate and measure the rate of achievement of the Strategy directions and report to the citizens.



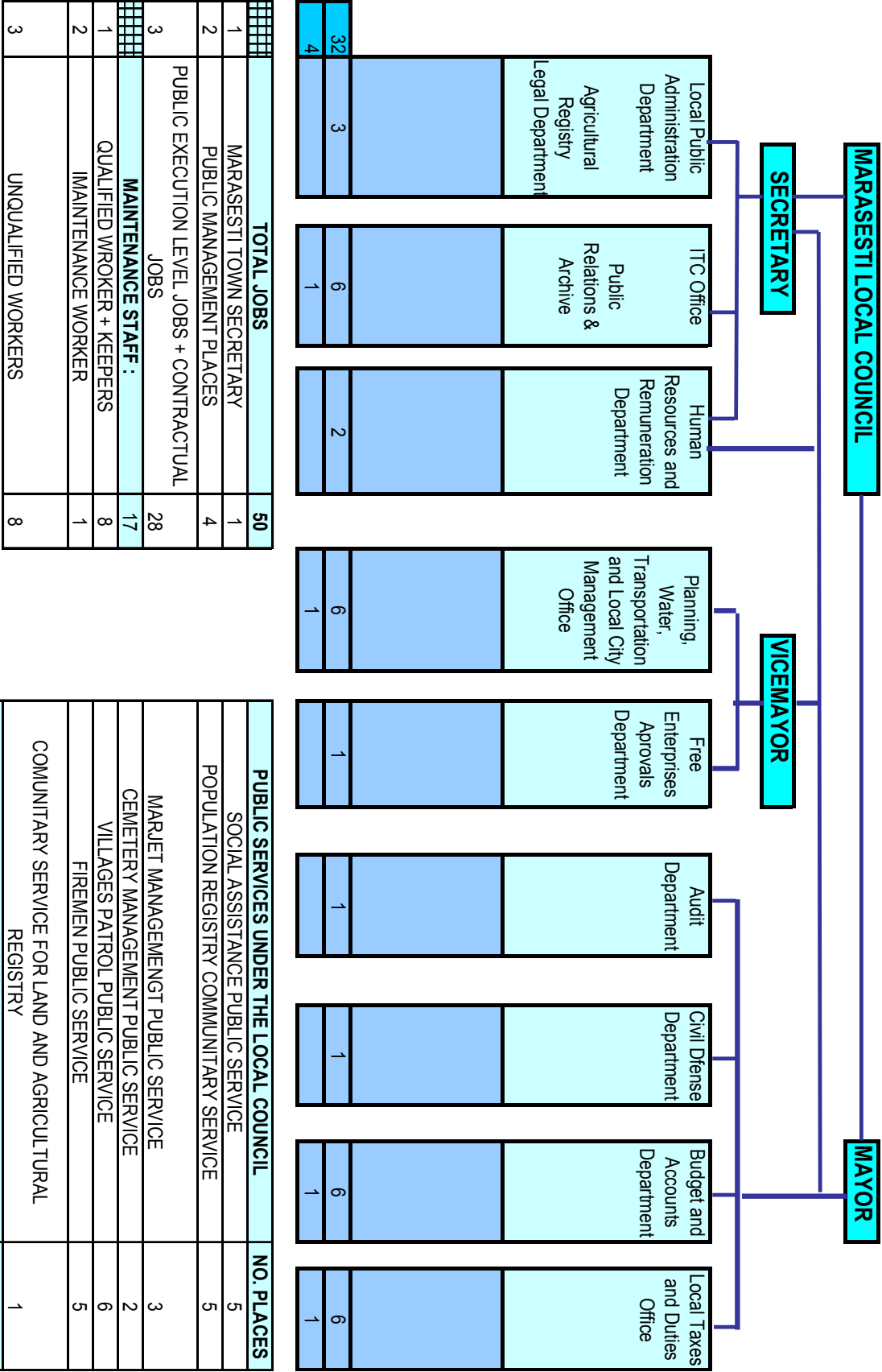
ANALYSIS

Marasesti City Hall has a positive track record both of external donor funded projects (Phare Programme of European Union, Word Bank, United Nations Development Fund etc) and national allowances and grants. In the last years it have been noticed a process of modernisation of the local administration, starting from introduction of IT equipments and software programmes and continuing to procedure introduction, occasional participation of staff to certain training programmes organised at regional and national level, grants smooth implementation etc. Although there are considerable steps to be undertaken in order to transform the Marasesti City Hall into a modern local public authority, the initiated measures and leadership offer strong foundations to build on.



Marasesti Town Local Council Apparatus Organigram
Vrancea County

The local administration is formed by 9 specific departments with a total number of 50 job positions. Also, there are 6 Public Services subordinated to the Local Council, according to the staff structure presented bellow:





Client orientated administration & Communication with Citizens

Central information point for all information and redirecting the requests, is represented by the mayor's secretary. Due to the location of the office and also to the information background she plays the role of a "Help Desk". She is also supported by the guardian who directs people through the various entrances and buildings.



Mayor's hearings are held every Monday, from 10.00 to 12.00 a.m. In order to be able to participate the citizens' needs to fill an application, explaining the nature of the problem. Application is received by mayor's secretary. Problems presented by the citizens are mainly social, jobs or housing.

Usually requests are received directly by the specialized departments, based on the nature of the request. There is no procedure to follow the circuit of a document. The process of request and complains is functional but in different situations might be appreciated as confuse for citizens, there is a strong need of only one entrance/exit gate for all type of documents and information.

Due to a low participation of citizens to the Local Council monthly meetings, the executive organize regular meetings with the citizens in every location. Meetings are focused on specific local problems. In the same time also the local councillors offer public hearings in different locations in the neighbourhoods. Citizens' participation in community administrations affairs can be appreciated as limited, and the current meetings and hearings within neighbourhoods can represent the appropriate framework to start a proper consultation process and to increase involvement in activities as: new interventions and solutions identifications and participation in designing of the local budget for the next years.

The media has very low representation, usually correspondents coming from Focsani City. In this situation, mayor is handling himself this relation with the mass-media.

Public Information is usually provided by printed posters and announcements exposed in two different locations: City Hall and Culture House. Recently, the City has launched its' own site, www.primariamarasesti.ro, a very good start which still require a certain level of development in terms of introduction of electronic pro forms and procedures, specific updating, multilanguage presentation etc. It is noticeable the need to develop and modernize new channels of information and communication towards citizens, and especially to assure penetration of information towards all areas of the town, including the rural ones.



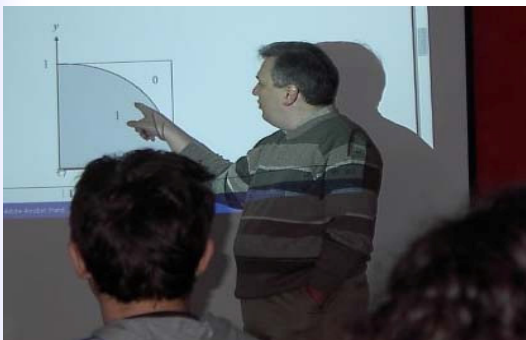
ICT Systems and Internal Procedures



The ICT sector within the City Hall is well developed, lately. For a total number of 34 civil clerks exists 28 PC's. Computers are connected into a local network, some having also access to Internet. Problems in use are related to poor background and computer skills of the users. This limits the actual use of computer for texts typing or/and basic calculations. The existing software applications are related to Taxes Collection, Accounting, Salaries, Inventory and the Law 416 – minim guarantee income.

There have been noticed the lack of information, centralized and accurate in various fields, during the strategy formulations. This aspect is common to many local authorities in Romania but can be transformed into an issue for important activities as: strategic planning at county and regional level, designing specific interventions and operational plans, project applications elaboration, monitoring and evaluation etc.

In the same time the existing flow of the documents is not at the level of a modern one, and correspondent to the good existing level of IT endowment within the City Hall. An electronic circuit of the documents would represent a good opportunity for fast tracing problems and blockages, generation of information and other required statistics, leadership monitoring and evaluation.



Training

There is not developed a culture for continuous training of the public servants. Either some of them attended different training programmes, the level of knowledge and experience is still limited, in certain fields as Project Cycle Management, Strategic Planning, Monitoring and Evaluation, Modern Budgeting Techniques etc.

Donor Funded Projects

The positive track record obtained by the City Hall until now represents a good starting point, but in order to reach an appropriate level of absorption and management capacity, there is a serious need for strong organizational arrangements.

In present, there is not a set up a specific department focused on identifying the potential financial opportunities, designing applications and projects management.

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 might be possible that the City Hall to face different problems in accessing Structural Funds.





Part IX - Monitoring and evaluation

Most of the failures in the public reforms and other planned developments nowadays exist due to the absence of monitoring and evaluation systems. Few communities take time to monitor their progress and evaluate their efforts even though measuring change from a planning process is important for several reasons. In our case, there are a few reasons that lead us to implement a monitoring and evaluation system:

1. All the people who participate in the development of the plan and in doing the work such as the SDG and other institutional stakeholders will be more likely to continue the effort if tangible results can be seen. Therefore, collecting information on immediate successes, even if they are small, can help maintain the overall momentum.
2. Progress indicators will help our leaders communicate with the participants and the community at large. Our leaders and Marasesti residents will be able to see what is working and the progress underway without relying on third parties to evaluate progress.
3. Demonstration of success will build pride among participants and the public at large and will help encourage other to join a successful community endeavor.
4. Careful monitoring of community changes in light of stated goals will help us make changes in our policies when necessary. In addition improvements in the plan can be made after the process and the outcomes of the action plan are evaluated.

Monitoring is the systematic collection and analysis of information of the planning process. It is aimed at improving the efficiency and effectiveness of our action plan, based on the targets set and the actions/projects planned during the development of the strategy framework. It will help us to keep the work on track, and let us know when things are going wrong. It will enable us to determine whether the resources we have available are sufficient and are being well used, whether the capacity we have is sufficient and appropriate, and whether we are doing what we planned to do.

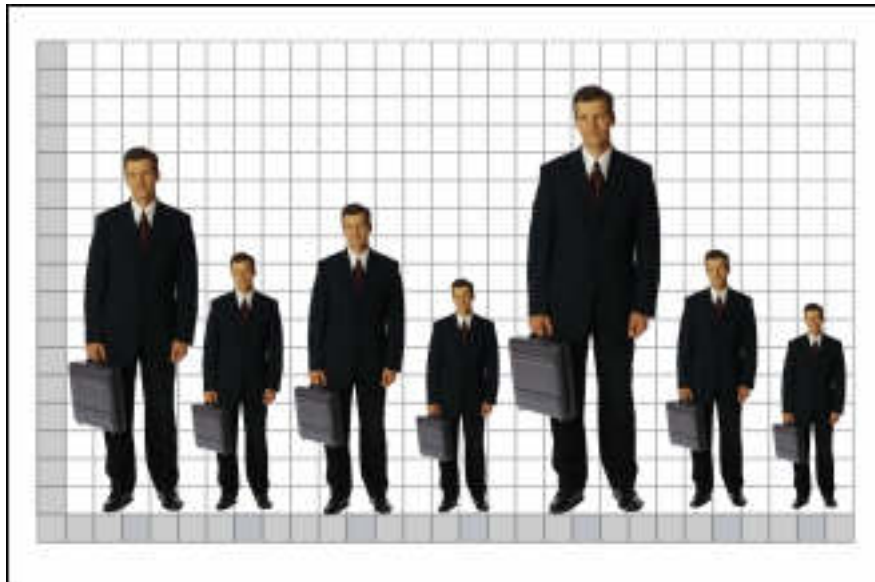


Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what we set out to do, at what we have accomplished, and how we accomplished it. Basic requirement for the solid evaluation process will be the continuous monitoring by a representative group of participants and policymakers. This group must be objective and have time and skills to keep track of progress, or lack thereof, in the implementation of the strategic framework. A small budget might be needed for support staff and other operational expenses.



What monitoring and evaluation have in common is that they are geared towards learning from what we are doing and how you are doing it, by focusing on:

- **Efficiency** tells us that the input into the work is appropriate in terms of the output. This could be input in terms of money, time, staff, equipment and so on. When we run our projects and we are concerned about their replicability or about going to scale, then it is very important to have high efficiency levels.
- **Effectiveness** is a measure of the extent to which a development programme or project achieves the specific objectives it set. If, for example, we set out to improve the qualifications of all the high school teachers in Marasesti, did we succeed?
- **Impact** tells us whether or not what we did made a difference to the problem situation we were trying to address. In other words, was our strategy useful? Did ensuring that teachers were better qualified improve the pass rate in the final year of school? Before we decide to get bigger, or to replicate the project elsewhere, we need to be sure that what we are doing makes sense in terms of the impact we want to achieve.



At this point it is very important to clear out what kind of information we need to be collecting and evaluating. Simply gathering information about community changes or surveying residents about their perceptions regarding change is not enough for effective planning process. All data must be examined in the context of the elements of the monitoring and evaluation process. In light of the process elements we have agreed the following:

- **Clear vision and agreed goals:** A clear vision of where the residents want the community to go plus a list of agreed-upon goals are key to the meaningful evaluation process because they literally define successful outcomes.
- **Action plan with benchmarks:** A written action plan containing benchmarks or performance indicators describing the points of success along the way when possible is nearly essential to monitor results. Performance indicators should be reasonable in terms of what can be accomplished in a specified period of time, while remaining focused on the ultimate goals of the strategy framework. It is very important to link performance indicators to each goal in order to provide the residents with information about the progress of each priority.



- **Build a database:** At the heart of an effective monitoring and evaluation process is a consistent database that supports, and is linked to, the decision making process. These data are available from both primary and secondary sources. Converting data into information that can be communicated to the residents and our local officials is crucial for the overall visioning and action planning process.



It should be clear that monitoring and evaluation are best done when there has been proper planning against which to assess progress and achievements. Our council will be responsible to develop and monitor all planning processes designed to monitor and evaluate our projects and programmes. There is subsequently a need of highly skilled people who will be responsible to undertake this very important task for our council. However monitoring and evaluation is not enough for the successful implementation of our programmes. We need a tool not only to monitor but also to enforce high performance for the success of our programmes. This tool is **performance management**.

The purpose of performance management is to improve communication about performance among all programme stakeholders and among partnerships. We need to develop a performance management system at Marasesti Council to provide alignment between the Council's mission, constituent needs and performance expectations. The program will foster ongoing two-way communication between all stakeholders; will support the development of clear, consistent, and measurable goals linked directly to Marasesti's core values and competencies; will help to articulate and support training needs and career development; and will establish the criteria for making reward and recognition decisions.

Effective performance management at Marasesti council begins with respect for one another and ends with excellence in performance. It is the responsibility of every participant to communicate on an ongoing basis with each other. These conversations should provide clear and honest role expectations and feedback and should help identify improvement and development issues. Each participant will have a responsibility to participate fully in these conversations, be sure they understand their role responsibilities and expectations, and communicate any obstacles or training needed in order to perform their role at an optimum level.



Marasesti's performance management process includes a summary review assessment that should bring closure to the performance period and provide a basis for performance management for the next period. At this meeting the progress will be analysed and all participating stakeholders will be held accountable towards the progress, rewarding all those who met initially agreed results.

A Performance Management Document needs to be established for the monitoring of all council programmes. The document will be signed by all stakeholders and will present all the new developments concerning project progress as well as possible setbacks, and any corrective actions taken.



Part X - Resources

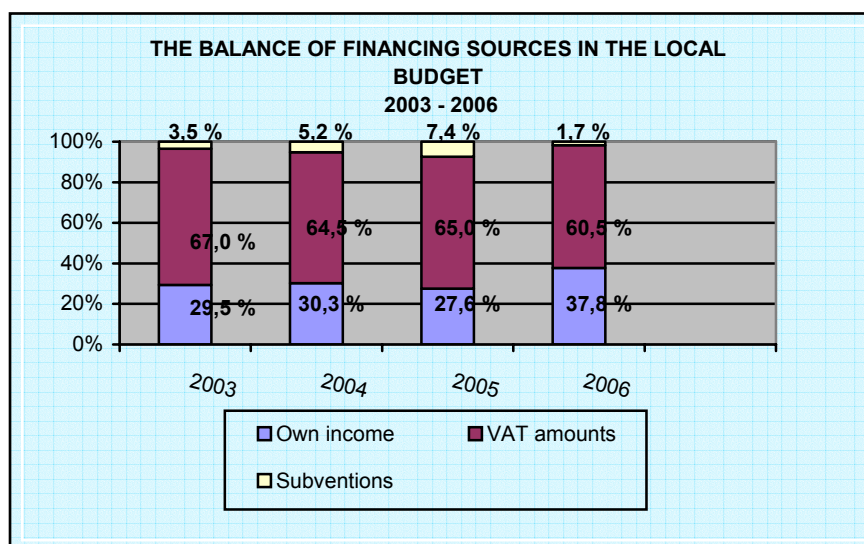
This section includes:

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

EXECUTION OF THE INCOME

THE STRUCTURE OF MĂRĂȘEȘTI CITY'S LOCAL BUDGET'S INCOMES

By analysing the structure of Mărașești's local budget's incomes, realized between 2003 – 2005, profound modifications can be detected, that are essentially determined by the national financial policy.



A meaningful balance is being registered by the amounts distributed from VAT collection and by the government subventions allocated for new activities, decentralized at local budgets level (salaries for education personnel, salaries for personal assistants for the persons with disabilities, allocations for social benefits, heating, building access roads to new residential areas and blocks of flats, and allocations for improvement and modernization of the energy system and providing new technology for heating stations).



Our own incomes have been influenced, from year to year, on one hand by the inflation, and on the other hand by the success or, on the contrary, by the unsuccess as regards new income sources. Thereby, our own incomes register a 25 % increment in 2005 as opposed to 2003, and a 53 % increment in ruling prices, as a result of legislative modifications and also because of taking immediate urgent actions in order to get back the residual debits. All our incomes, including also the income tax rate distribution represents close to 30 % of the annual budgetary stipulations, and 42% in ruling prices.



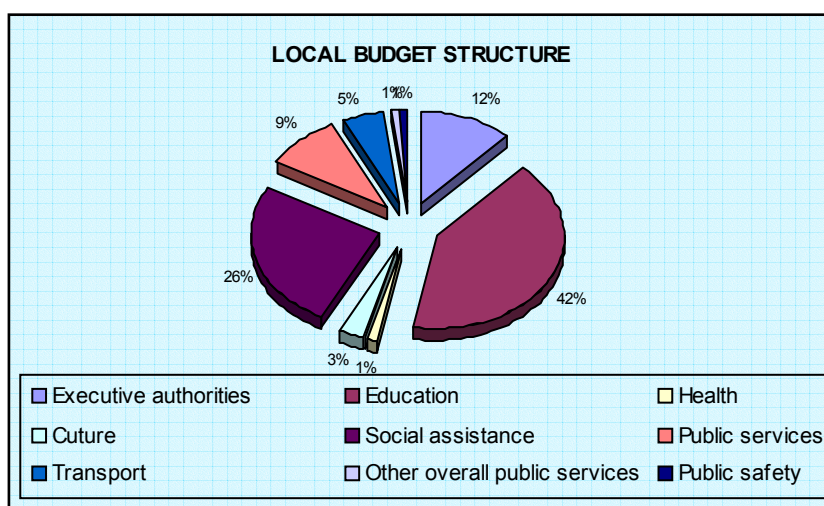
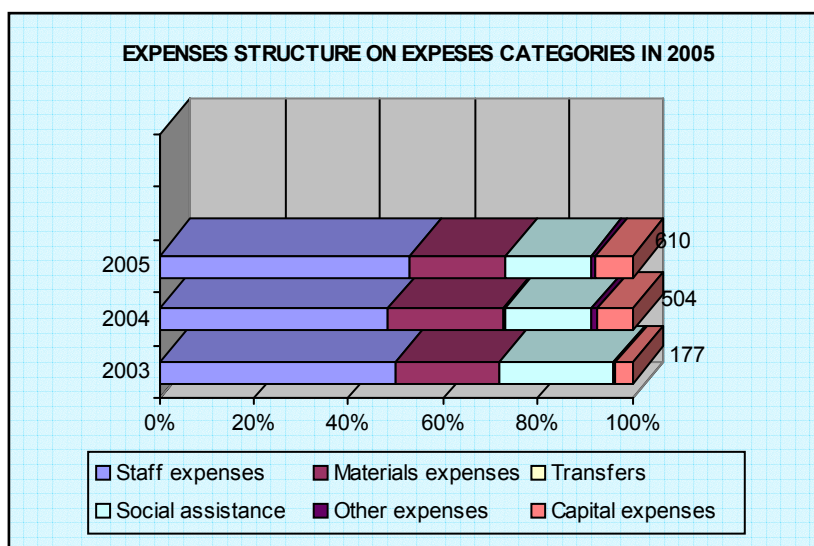
The amounts distributed from VAT (allowances from the state's budget), registered an important growth, due to legislative changes introduced through annual budgetary laws. As a result of the decentralization process of local public services, through annual budgetary laws, some activities have been devolved on the local community (financing the staff and capital expenses of all pre-university education institutions, contributions for sustaining institutionalized children protective system, money for personal assistants for persons with disabilities), activities that assumed the allotment of some amounts through additional rates from some state budget's incomes, etc..

The subventions received from the state budget and from other administrations had an ascending trend, from 200.41 thousands RON in 2003 (values evaluated in constant lei 2005) at 570.47 thousands RON in 2005. They include subventions allocated for the development of the energy system, providing technology for heating stations, for roads, for survey works, rebuilding of dwellings of the calamity area, programmes financing regarding the work force.

EXECUTION OF THE EXPENSES

THE STRUCTURE OF LOCAL BUDGET'S EXPENSES

At Mărașești city's local budget level, the budgetary expenses, according to the budgetary classification, are divided into 2 categories: **functional, on shares, on different activities**;





FINANCIAL INDICATORS

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

1. The capacity to generate 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	12,4	11,9	10,1
CGV 2	25,2	23,1	20,3
CGV 3	27,2	25,7	25,7
CGV 4	96,7	92,8	93,5

It can be noticed that:

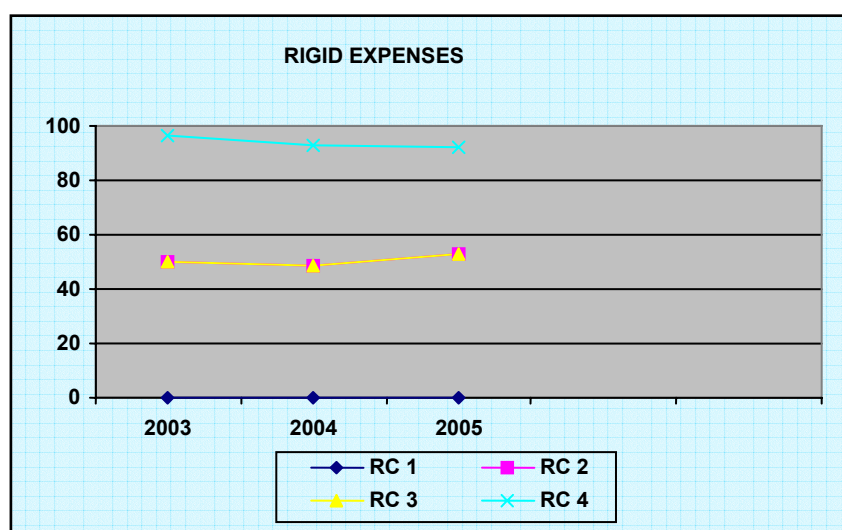
- The percent of the property tax rate in the total of incomes evaluated in constant prices for 2005, registered a smooth fall, but generally this is maintained at a level that is approximative equal in the total of our own incomes. This illustrates the fact that, temporally, the local authority can 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 decreasing trend, percent influenced by the previous one;
- The percent of current incomes in the total of incomes maintains constant over the years 2004, 2005 and registers generally a drop as oppsed to 2003;
- The percent of operational incomes in the total of incomes registers a decreasing trend, that determines the increase 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

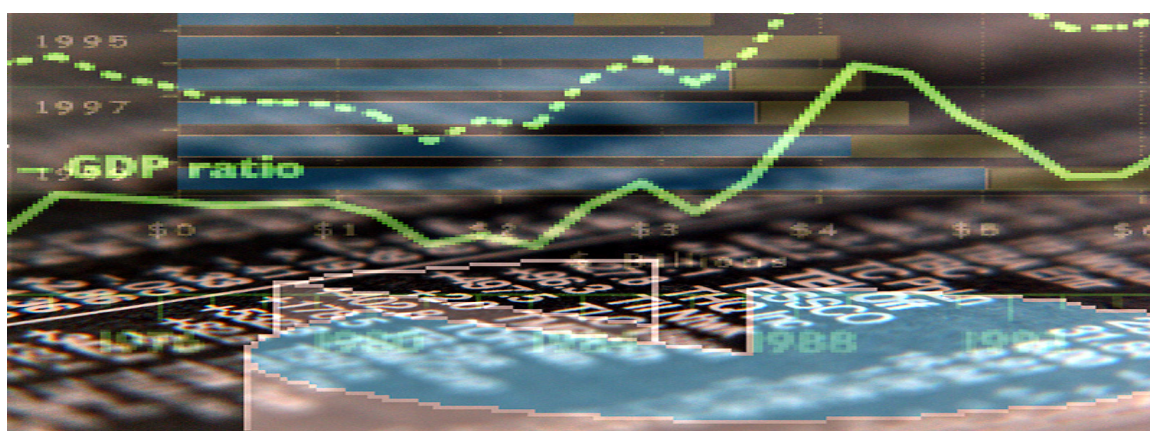
RE 1 – expenses for financing the public debt service as percentage of total expenses;
RE 2 – expenses for financing the debt service and staff costs as percentage of total expenses
RE 3 – expenses for financing the debt service, staff expenses and subvention expenses for heat energy
RE 4 – current expenses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

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 over last couple of years, while the current expenses in total expenses have decreased.

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





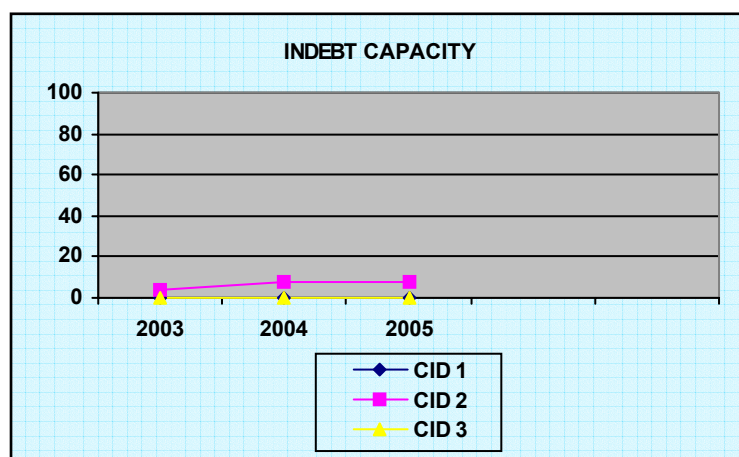
3. Indebt capacity

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



In the analysed period the Local Council didn't contract loans and allocated for investments 3.8% from total incomes along the tree years respectively 7.9% from total expenses.

The general financial results given above, presented in a way that all incomes sources are classified rather then 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
- capital budget

Operational budget 2003 – 2005

Indicators	2003	2004	2005
TOTAL RECURRENT INCOMES	4561	6349	7181
Property tax	584	816	858
Other local taxes and duties	167	200	214
Income tax rate distribution	532	739	902
Other allowances and subventions obtained from state budget.	3278	4594	5207
Operational expenses – total	4525	6332	7073
Staff expenses	2341	3313	4044
Materials expenses	1030	1669	1550
Transfers			28
Social assistance	1141	1263	1384
Other expenses	13	87	67
OPERATIONAL SURPLUS (Recurrent incomes – Recurrent expenses)	36	17	108
Meet the public debt service	0	0	0
Financing the capital expenses	21	9	108
TOTAL RECURRENT EXPENSES (Operational expenses + Capital expenses)	4546	6341	7180
CURRENT SURPLUS/DEFICIT (Recurrent incomes – Recurrent expenses)	15	8	1



For the same period we present the following indicators:

Indicators	2003	2004	2005
Public debt service percentage in total incomes	x	x	x
Capital expenses financing percentage in total recurrent expenses	0.77	0.27	1.53
Public debt service limit (20%) - thousand RON	256.63	351.26	394.69
Difference up to public debt service threshold	256.63	351.26	394.69

Analysis of the operational budgets for the period 2003-2005 shows a relative new notion in the financial operations of a local administration. It shows **operational surplus** that is a very important indicator of the local financial status, in particularly regarding the contracting loans capacity because it reflects the available current incomes part for annual public debt service payment.

Capital budget 2003 – 2005

	2003	2004	2005
TOTAL CAPITAL INCOMES	177	504	610
Operational surplus	21	9	107
Capital incomes	106	319	149
Investments subventions	50	176	354
TOTAL CAPITAL EXPENSES	177	504	610

MARASESTI LOCAL BUDGET FORECAST (2006 – 2013)



Although the budget identifies all the incomes and expenses of one fiscal year, it must be also seen within a multi-annual context. The past years and the current year are those that are assuring a starting and guiding point for the next fiscal year income and expenses level estimation. If the local authority takes the budget in this multi-annual context it will have a better position to minimize the inflation impact, incomes decline and increasing level of services costs.

For projecting the financial status of Marasesti for the next 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.



Operational budget projection for 2006 – 2013

Indicators	2006	2007	2008	2009	2010	2011	2012	2013
TOTAL RECURRENT INCOMES	8.953	9.491	10.060	10.664	11.303	11.982	12.701	13.463
Property tax	938	994	1.054	1.117	1.184	1.255	1.331	1.410
Other local taxes and duties	2.303	2.442	2.588	2.744	2.908	3.082	3.267	3.464
Donations and sponsorships	0	0	0	0	0	0	0	0
Other allowances and subventions received from state budget	5.712	6.055	6.418	6.803	7.211	7.644	8.103	8.589
Operational expenses –	7.849	8.320	8.819	9.348	9.909	10.504	11.134	11.802
Staff expenses	4.629	4.907	5.202	5.514	5.845	6.196	6.567	6.961
Materials expenses	1.461	1.549	1.642	1.740	1.844	1.955	2.072	2.197
Other expenses	14	15	15	16	18	18	20	21
Social assistance	1.745	1.849	1.960	2.078	2.202	2.335	2.475	2.623
OPERATIONAL SURPLUS	1.104	1.171	1.241	1.316	1.394	1.478	1.567	1.661
Meet the public debt service								
Financing the capital expenses	1.104	1.171	1.241	1.316	1.394	1.478	1.567	1.661
Reserves								
TOTAL RECURRENT EXPENSES	8.953	9.491	10.060	10.664	11.303	11.982	12.701	13.463
CURRENT SURPLUS/DEFICIT	0	0	0	0	0	0	0	0

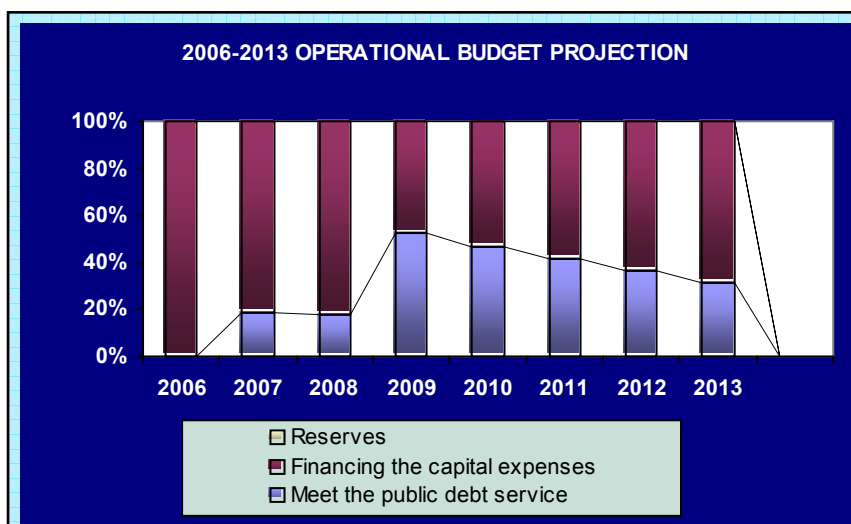
As it can be noticed in 2006-2013 period the incomes record a ascending trend line assuring an operational surplus capable to cover de public debt service and partial finance the capital expenses.

Following an hypothetical example - the town borrows 2400 thousand RON in 2007 for infrastructure, loan contracted for 8 years out of which 3 years with a 9% interest, the operational surplus covers 53% from public debt service and 47% will finance current investments in top year 2009 thus:

Operational budget projection for 2006 – 2013, can be viewed as follows:

Thousands ron

Indicators	2006	2007	2008	2009	2010	2011	2012	2013
TOTAL RECURRENT INCOMES	8.953	9.491	10.060	10.664	11.303	11.982	12.701	13.463
OPERATIONAL EXPENSES	7.849	8.320	8.819	9.348	9.909	10.504	11.134	11.802
OPERATIONAL SURPLUS	1.104	1.171	1.241	1.316	1.394	1.478	1.567	1.661
Meet the public debt service	0	216	216	696	653	610	566	523
Financing the capital expenses	1.104	955	1.025	620	741	868	1.001	1.138
Reserves								
TOTAL RECURRENT EXPENSES	8.953	9.491	10.060	10.664	11.303	11.982	12.701	13.463
CURRENT SURPLUS/DEFICIT	0	0	0	0	0	0	0	0



Capital budget projection for 2006- 2013 in one loan contracting term

Thousands ron								
Indicators	2006	2007	2008	2009	2010	2011	2012	2013
TOTAL CAPITAL INCOMES	1.400	2.468	2.557	971	1.114	1.264	1.420	1.582
Operational surplus	1.104	954	1.024	619	741	867	1.000	1.137
Capital incomes	256	272	288	304	323	343	363	385
Loans		1.200	1.200					
Investments subventions	40	42	45	48	50	54	57	60
TOTAL CAPITAL EXPENSES	1.400	2.468	2.557	971	1.114	1.264	1.420	1.582

Financial credibility analysis

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. 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 50%;
- 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 current level of social protection expenses (2%) and increasing the beneficiaries number (20%);
- decreasing materials expenses financed by local budget in 2%;
- increasing the salaries with regard to legal stipulation and through founding new services – in 12% annual;
- maintaining a reserve fund;
- maintaining a report of public debt of 20% current incomes maximum and income tax distribution rate.



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

Indicator	2006	2007	2008	2009	2010	2011	2012	2013
1 The cover rate of operational expenses from operational incomes	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
2. The cover rate of capital expenses from operational incomes	16 %	25 %	24 %	8 %	8 %	9 %	9 %	9 %
3. Operational surplus rate	12,3%	12,3%	12,3%	12,3%	12,3%	12,3%	12,3%	12,3%
4. Public debt service' rate	0	2,19	1,99	5,84	4,98	4,23	3,57	3,00
5. . Capital expenses financing as percentage of current expenses	12,33 %	11,93 %	11,55 %	11,18%	10,82 %	10,46%	10,12 %	9,79%
6. Public debt service limit (20%) – thousand ron	1.049	1.151	1.263	1.385	1.520	1.669	1.831	2.010
7. Difference to the debt service limit – thousands ron	1.049	935	1.047	689	867	1.059	1.265	1.486

The financial model based on which the local budget projection for the next 4 years has been done has the possibility to express some indicators that reflects the capacity to generate incomes, expenses rigidity, investment and debts contraction capacity, and also the financial management capacity.

In conclusion, Marasesti 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.

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

QUESTIONNAIRE

Name (facultative)

Adress (facultative)

Age

Sex

Profession

Please answer the questions bellow.

1. Do you consider that the Strategy Vision is achievable?

Yes ☐ No ☐ Don't know ☐

2. Which Priority do you think its actions/projects must be realised right away?

- | | |
|--|--------------------------|
| “Regeneration of business environment and economic growth” | <input type="checkbox"/> |
| “Transport & Infrastructure modernisation of Marasesti” | <input type="checkbox"/> |
| “Tourism” | <input type="checkbox"/> |
| “Education” | <input type="checkbox"/> |
| ”Health” | <input type="checkbox"/> |
| ”Sustainable environment” | <input type="checkbox"/> |
| „Social services and Employment” | <input type="checkbox"/> |
| All | <input type="checkbox"/> |

3. Do you consider that the Priorities of interes to you, identifies correctly the relevant local issues?

Yes ☐ No ☐ Don't know ☐

4. Which organisations or institutions do you consider that should get involved in Strategy achievement? Please enumerate them.



5. Do you have any remarks concerning the strategy? If so please present them in the table bellow.

THANK YOU FOR PARTICIPATING!



Annex 2: LIST OF PROPOSED ACTIONS / PROJECTS FOR STRATEGY PRIORITIES

Priority 1: Business Revival and Economic Growth
Actions/Projects:
1. Construction of the new industrial park in Marasesti
2. Improvement of the local business assistance organisation to a business incubator
3. Design and implement a local business growth strategy with monitoring procedures
4. Advance the local agriculture association to an agricultural development institution with strong link to the council
5. Design and implement a long-term agriculture strategy for modernisation and growth with monitoring procedures and progress controlled by the council
6. Design and implement a long-term tourism strategy with monitoring procedures and progress controlled by the council
7. Design and implement a long-term IT penetration strategy with monitoring procedures controlled by the council
8. Develop a strategy and the correspondent action plan to attract foreign investments for the industrial park with the provision of trained business experts
9. Establish a council monitoring agency for the management and control of industrial park procedures and future needs
10. Launch a wide business information campaign by funding programmes featured in the local media concerning future business opportunities and explaining current legislation schemes
11. Establish a business assistance unit under the authority of the local business incubator
12. Develop a specific programme for public land sale and/or concessions etc for potential investors
13. Develop and print a town information leaflet including all contact information of private businesses and public institutions to be available free of charge, and also publish it to the council's website
14. Establish a city hall internet development team with the responsibility to establish a decent town website, including information and links about local businesses to promote business activity
Priority 2: Transport & Infrastructure Modernisation
Actions/Projects:
1. Establishment of a town urban infrastructure modernisation and expansion operational plan based on economic and social needs, including the surrounding rural areas of the town
2. Establishment of a road rehabilitation operational plan and a monitoring system with performance indicators
3. Establishment and implementation of a transportation plan for Marasesti and the surrounding villages under the authority of the council transportation unit with the responsibility to make tenders for public transportation vehicles procurement
4. Develop E-administration projects under the authority of the council to promote public services access
5. Interlink all public institutions with intranet capabilities to promote fast collaboration
6. Rehabilitation and modernisation of train station infrastructure and facilities
7. Establishment of local police workforce under the council authority and delegation of responsibilities
8. Deal with natural disasters, with special focus on earthquakes and floods. Also establish an formal crisis management team under the council authority to be responsible with the development and update of crisis management action plans



9. External houses restoration project co-funded by the council to improve town's appearance
10. Renovation of public areas with special emphasis on green and pedestrians
11. Rehabilitation of the gas network pipes
12. Extension of drinkable water pipes network to all villages around Marasesti
13. Linkage of all public institutions to the centralised heating system
14. Extension of drinkable water pipes network to all villages around Marasesti
15. Rehabilitation of the public lightening
16. Modernisation of the public market
Priority 3: Tourism
Actions/Projects:
1. Develop a sectoral tourism strategy and action plan with the assistance of professional expertise
2. Establish a tourism monitoring authority within the council
3. Rehabilitate of historical, religious and cultural monuments, and advance them to decent touristic sites, including rehabilitation and modernization of the corresponded and surrounding infrastructure facilities such us: roads, parks, parking
4. Construction and development of a first world war battle field correspondent to Marasesti Battles, in the front of the museum and in the surroundings areas, within a modern tourist complex including modern facilities for tourists and organisation of specific theme events and festivals
5. Develop a decent web-site marketing the town in appropriate languages
6. Training and professional development of skilled stuff to deploy in touristic sites
7. Develop printed and other materials for all touristic sites
8. Develop a sister-city relationship with another EU city
9. Provide financial incentives for investments in the tourism industry
10. Develop a tourism campaign in national level for public awareness about Marasesti to promote our touristic sites and also transit tourism
11. Establish annual sports events and competitions
12. Development of leisure areas for touristic purposes (i.e. Doaga)
Priority 4: Education
Actions/Projects:
1. Develop and implement programmes for school leavers avoidance
2. Modernisation of the schools infrastructure and endowment with the necessary equipments and facilities correspondent for a European educational process
3. Reinforcement of the "Second Chance" programme and attract more participants
4. Establishment of career development and professional direction programmes
5. Development and implementation of programmes to ease access to education for people with special needs
6. Establish special educational programmes in order to shape pupils' and students' attitude about inclusive society, civic education and responsibility
7. Establishment or participation in some kind of education competitions (i.e. Olympiads)
8. Establishment of effective partnerships and networks in education for increased relevance of education to the labour market is at this point necessary
9. Develop entrepreneurial and business education programmes to promote potential business professionals
10. Establish seminars and also promote intercity or inter-organisational cooperation for life-long learning
11. Creation of foreign language schools and enforce second language learning programmes for all local public servants
12. Establish inter-library connections to provide free access to all users from all local institutions
13. Modernisation or equipment of IT components to all local educational institutions
14. Establishment of an educational monitoring unit within the council to control educational performance indicators
15. Establishment of funded European union vocational training seminars to unemployed people and ethnic minorities



Priority 5: Health

Actions/Projects:

1. Reopen and operate the surgery department in the hospital
2. Endowing with new equipment the surgery hall and the laboratory
3. Make the sterilization station functional in the obstetrics gynaecology department
4. Finalising works for modernization of the alimentary block and for the diet food of the hospital
5. Establish partnerships with medical companies to lobby for our doctor life-long professional training and development
6. Seek for funding opportunities through company donors to finance new medical equipment needed
7. Establish new oto-rhino-laryngology and ophthalmologic departments
8. Hospital refurbishment and improvement of facilities
9. Establish and implement "doctors visiting at home" programmes for the elderly people
10. Develop public awareness programmes to improve health and safety conditions at work
11. Implement a public awareness programme concerning HIV/AIDS
12. Enforcement of EU regulations for collection, storing and processing of hospital medical waste

Priority 6: Sustainable environment

Actions/Projects:

1. Completion of the rehabilitation of water pump stations for the alimentation with cold water
2. Completion of extending and hydraulic equilibration of water alimentation
3. Completion of new landfill setting
4. Rehabilitation and modernisation of water treatment plant
5. Elaboration and implementation of Local Environment Strategy
6. Elaboration of public awareness campaign for environment
7. Establishment of local environment office under Marasesti council authority
8. Establishment of partnerships with local companies and authorities for sustainable environmental assurance
9. Organisation and implementation of local vocational training for environment
10. Elaboration and implementation of local flood prevention, anti-seismic and other local crisis management intervention plans
11. Design and development of green areas town plan

Priority 7: Social services & Employment

Actions/Projects:

1. Creation of a Socio-Multicultural Day Centre for Roma children
2. Creation of a Therapeutic Educational Centre for HIV infected children
3. Development of a centre for socio-professional rehabilitation
4. Development of a centre for children with lack of family care
5. Development of a network of minimum 10 skilled home carers for elderly
6. Provision of financial support by the council to include more social beneficiaries
7. Creation of a social canteen
8. Creation of a day centre for the elderly
9. Creation of an emergency centre for domestic violence victims
10. Development of a council funded bus root to meet student needs from rural areas
11. Allocation of council budget funds to allow funeral expenses for adult persons without family
12. Promotion and support of training in new technologies
13. Training and professional development of people in long-term unemployment or less attractive jobs
14. Personal and professional development programmes for public servants
15. Promotion of entrepreneurial culture and introduction of professionalism ethics
16. Establishment of an unemployment counselling service to fight long-term unemployment

Annex 3: LINKAGES OF LOCAL LEVEL PRIORITIES WITH REGIONAL AND NATIONAL ONES

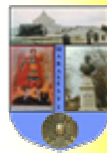
	Reference Document	General Objective	Priorities
National Level	National Development Plan 2007 - 2013 Romanian Government Ministry of Finance	The rapid reduction of the social and economic development disparities between Romania and the EU member states	1: Increasing economic competitiveness and developing a knowledge based economy 2: Development and modernization of transport infrastructure 3: Protection and improvement of environment quality 4: Human resources development, promoting employment and social inclusion and strengthening the administrative capacity 5: Development of rural economy and increasing productivity in the agricultural sector 6: Diminishing the development disparities between the country' regions
Regional Level	Regional Development Plan 2007 – 2013 Regional Development Agency 2 South East	To significantly increase the regional GDP until 2013, based on an economic growth rate above the national average, by increasing the competitiveness in the long run and the attractiveness of the region for investments, create new employment opportunities and improve the life quality of the population.	1: Development of the regional transport network 2: Create the favourable conditions to attract new investments 3: Create the prerequisites necessary to achieve a flexible labour market 4: Create new opportunities for sustainable economic development and life quality increase by developing the natural/environment heritage and promoting the environment policy 5: Health and social care sector 6: Development of education 7: Development of rural economy 8: Urban regeneration
Local Level	Marasesti Strategy 2007 – 2013 General Framework Marasesti City Hall Marasesti Local Council	To “modernise Marasesti by 2013 – with investments in tourism, industry and agriculture and revitalisation of all infrastructure needed to raise our people living standards and improve our social and educational environment with extensive care to sustainability.”	1: Business Revival and Economic Growth 2: Transport and Infrastructures Modernization of Marasesti 3: Tourism 4: Education 5: Health 6: Sustainable Environment 7: Social services & Employment





Annex 4: LINKAGES OF LOCAL SPECIFIC OBJECTIVES WITH THE REGIONAL ONES

SE Regional Development Plan Create the favourable conditions to attract new investments and increase the potential of the existing ones by developing a quality services system for the business sector, by simplifying, increasing the transparency and acceleration of the administrative procedures and create the conditions to increase the productivity of the companies;	
ECONOMY	Marăşeşti Strategy 2007-2013 General Framework An important boost of our economy based on both short-term and long-term business revival strategies. Our economy needs to be quickly injected with growth and financial results of our local community need to be radically improved. This short-term business revival will be our first objective as it will sharply extinguish economic disparities within our local community and will soon reduce poverty levels. In parallel our more long-term strategy is to increase wealth in all local community dimensions and make Marasesti a more competitive place to do business. This is our long-term objective and it requires all partners to collaborate within a wide process of identifying the business opportunities of our community and determining the tools to turn these opportunities into economic growth.
SE Regional Development Plan Increase the attractiveness of the region by developing the accessibility, by continuing to develop the harbour, airport, road and railroad infrastructure, by creating a multimodal transport system; the aim is to create a innovative access system in order to ensure quick and efficient connections to the international markets, and take advantage of the geo-strategic position of the region;	
TRANSPORT & INFRASTRUCTURE	Marăşeşti Strategy 2007-2013 General Framework Radical improvement of all our infrastructure systems. Infrastructure is one of the key factors for attracting business investments. By 2013 we will have improved all infrastructure systems including ICT for the development of business initiatives and also the improvement of social institutions functioning. An improved and modern transport system, including rehabilitated roads and transport stops, as well as public transportation vehicles. By 2013 we will be ready to provide good transportation services in order to host our tourists and also our citizens will be more convenient to live in a town with better transportation access for everybody. Marasesti will be a more attractive town with rehabilitated and beautiful parks and squares.
SE Regional Development Plan Increase the urban areas attractiveness for investments, by improving life standards, a more efficient use of the architectural, artistic and monument heritage, promoting in this way the social inclusion and cohesion and by developing the urban services;	
TOURISM	Marăşeşti Strategy 2007-2013 General Framework A major change in our aspect about tourism. It is widely known that not a lot of developments have been recorded in tourism during the past years. It is our responsibility to achieve momentum in promoting the tourism industry in Marasesti and our objective is clear: "to make Marasesti one among the top touristic destinations in County Vrancea". So we will put more effort in rehabilitation, better valorisation and promoting our historical monuments that are of high national importance as well as promoting our beautiful theme parks.



SE Regional Development Plan	
Development of the educational sector by improving the infrastructure and endowment, by increasing the quality of the educational services, development of the continuous training for adults, build school networks, develop the partnership among the educational system and the business sector, universities and public administration and support the R&D;	
EDUCATION	Maraşesti Strategy 2007-2013 General Framework
	A modern educational system which will have been enforced with strategic partnerships for the improvement of education quality and the development of people ready to be absorbed by the business environment. Our objective is to create professionals who will be able to contribute in the real business environment and vocational training is a very important tool to achieve that. In addition our educational institutions will be enforced with advanced technological systems in order to follow European union standards and be competent in the wider European market.

SE Regional Development Plan	
Create new opportunities for sustainable economic development and life quality increase by developing the natural/environment heritage and promoting the environment policy; a system for management and control of the environment factors should be created - as well as the decrease of the negative impact on the environment caused by the natural disasters, the biodiversity preservation, preserving and extending the forested areas;	
ENVIRONMENT	Maraşesti Strategy 2007-2013 General Framework
	A better platform to ensure sustainable environment for our people. The completion of all past environmental efforts is our priority based on our basic principle which is equality for all. In light of this principle Marasesti, by 2013, will have a complete sewerage and water alimentation system with 100% civilian access. Marasesti will also have resolved waste management needs with the completion of Haret landfill, and will have established relations of trust with its civilians, having a wide, collaborative process of discussion and commitment to ensure everybody in Marasesti protects the environment.

SE Regional Development Plan	
Create the prerequisites necessary to achieve a flexible labour market, in which the labour force could permanently adapt to the employers needs, by developing an entrepreneurial culture, information society and new services;	
EMPLOYMENT	Maraşesti Strategy 2007-2013 General Framework
	A decrease of unemployment and especially long-term unemployment. Our people have the right to work and we have the responsibility to create the grounds for them to do so. It is our objective, thus, to increase employment figures for all weak social categories, such as women, old people long-term unemployed, partly disabled or people with chronic health problems and of course young people. Our specific objective for unemployment is to introduce the part-time work concept and increase the family budget for those who need it urgently.



SE Regional Development Plan

Development of the social services and health services by improving the infrastructure and endowment, by an efficient management and by increasing the access of the population to these services, especially in the rural and isolated areas;

SOCIAL SERVICES & HEALTH

Marăsești Strategy 2007-2013 General Framework

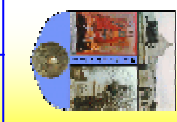
A better social environment based on public safety, trust for the public services and promotion of human dignity, equality and social responsibility. By 2013, we will have improved all our social services, which will not only focus on financial benefits for the most vulnerable social categories, but will have established a solid system for mitigating social problems on their causes.

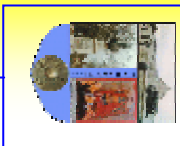
A modern rehabilitated hospital which will be able to meet the needs of our people. The rehabilitation of the hospital and the opening of some additional departments as well as the modernisation of the medical equipment stand as a priority for the health sector and the improvement of our living standards. By 2013 Marăsești will also have enforced the development of other medical institutions apart from the hospital, either public or private, to widen the medical capacity of our town and also improve our health services with the enhancement of our medical manpower skills.

Annex 5: FRAMING RECOMMENDATION WITHIN THE PRIORITIES AND AXES OF PROGRAMMATIC DOCUMENTS AT REGIONAL AND NATIONAL LEVEL

1 Strategy Priority: Regeneration of business environment and economic growth			
Recommendation: Development of an industrial park			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Plan	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
2: Creating favourable conditions for the development of investments environment	2.3 Creating the premises for developing the SME by developing economic districts, technological parks and clusters	3: Support for the development of local and regional business environment	3.1. The development of business support structures
Recommendation: Development of a business Incubator			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Plan Competitiveness	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
2: Creating favourable conditions for the development of investments environment	2.2 Sustaining the services for SMEs	1: An innovative productive system	1.3 Entrepreneurship Development

2 Strategy Priority: Transport & infrastructure modernization of Marasesti			
Recommendation: Modernization of local roads in Marasesti			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Plan	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
1: Developing of the regional transport network	Modernization of local roads	1. Bettering the local and regional transport infrastructure	Rehabilitation and modernization of the urban local roads network
Recommendation: Equipping with intervention means in the case of natural calamities			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Plan	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
4: Creation of new opportunities for sustainable development and rise of living standards by developing the national patrimony and promoting the environmental policy	4.4 Re-creation of the stability and safety conditions of the areas exposed to natural disasters	2. Bettering the local and regional social infrastructure	2.3 Ensuring better equipments for the emergency interventions operational bases

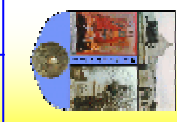


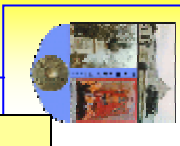


3 Strategy Priority: Tourism			
Recommendation: Rehabilitation of damaged tourism facilities			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Plan	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
8: Urban regeneration	Conservation and restoration of historical and cultural patrimony from cities, especially of historical centres	4 Development of local and regional tourism	4.1 Restoration and valorization of historical and cultural patrimony , together with creation and modernization of connected structures
Recommendation: Development of leisure areas for tourism purposes			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Plan	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
8: Urban regeneration	Cultural, sports, and leisure infrastructures	4 Development of local and regional tourism	4.3 Rehabilitation / expansion / modernization / equipping of hosting structures with connected utilities, as well as leisure facilities
Recommendation: Training programme for creating a professional tourism guides network			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Programme Human Resources Development	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
6: Developing the educational sector	Applying a professional selective training focused on the sectors having high development potential	1 Education and training for supporting the economic growth and the development of knowledge based economy	1.1. Education and initial quality professional training for the support of economic growth and employment

4	Strategy Priority: Education		
Recommendation: Modernization or equipment of IT components to all local educational institutions			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Programme	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
6: Developing the educational sector	6.1 Development and rehabilitation of schools basic infrastructure, especially in the rural areas	2. Bettering the local and regional social infrastructure	2.4. Rehabilitation / modernization / development of educational infrastructure
Recommendation: Establishment of career development and professional direction programmes			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Programme Human Resources Development	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
6: Developing the educational sector	6.2 Correlation of the educational and training system offer with the new requirements of the market	1 Education and training for supporting the economic growth and the development of knowledge based economy	1.1. Education and initial quality professional training for the support of economic growth and employment

5	Strategy Priority: Health		
Recommendation: Hospital refurbishment and improvement of facilities			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Programme	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
5: Development of social and health services sector	5.1 Rehabilitation of social and health services infrastructure	2. Bettering the local and regional social infrastructure	2.1. Rehabilitation / modernization / equipping of health services infrastructure
Recommendation: Reopen and operate the surgery department in the hospital			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Regional Operational Programme	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
5: Development of social and health services sector	5.1 Rehabilitation of social and health services infrastructure	2. Bettering the local and regional social infrastructure	2.1. Rehabilitation / modernization / equipping of health services infrastructure





6	Strategy Priority: Sustainable environment		
Recommendation: Complete the rehabilitation of the water pump stations for the alimentation with cold water of the high buildings in Marasesti			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Plan - Environment	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
4: Creation of new opportunities for sustainable development and rise of living standards by developing the national patrimony and promoting the environmental policy	4.2 Extension and modernization of water and waste water systems infrastructure	1: Extension and modernization of water and waste water systems	Extension / modernization of water / waste water systems
Recommendation: Complete the extending and hydraulic equilibration of water alimentation in Marasesti town			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Plan - Environment	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
4: Creation of new opportunities for sustainable development and rise of living standards by developing the national patrimony and promoting the environmental policy	4.2 Extension and modernization of water and waste water systems infrastructure	1: Extension and modernization of water and waste water systems	Extension / modernization of water / waste water systems
Recommendation: Rehabilitate the water treatment plant and modernize it to comply to EU standards			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Plan - Environment	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
4: Creation of new opportunities for sustainable development and rise of living standards by developing the national patrimony and promoting the environmental policy	4.2 Extension and modernization of water and waste water systems infrastructure	1: Extension and modernization of water and waste water systems	Extension / modernization of water / waste water systems
Recommendation: Establish of sewerage connection for the Siret Street in Marasesti			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Plan - Environment	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
4: Creation of new opportunities for sustainable development and rise of living standards by developing the national patrimony and promoting the environmental policy	4.2 Extension and modernization of water and waste water systems infrastructure	1: Extension and modernization of water and waste water systems	Extension / modernization of water / waste water systems
Recommendation: Finalizing the works for a new landfill			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Plan - Environment	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action

4: Creation of new opportunities for sustainable development and rise of living standards by developing the national patrimony and promoting the environmental policy	4.1. Expansion and modernization of waste management systems	2 The developing of integrated management systems for waste and contaminated sites rehabilitation	2.1 The developing of integrated management systems for waste
7	Strategy Priority: Social services & Employment		
Recommendation: Development of a multi-functional Social Centre			
Regional level / Document/ Regional Development Plan: South-East		A - National level / Document / Sectoral Operational Plan - Human Resources Development B - National level / Document / Regional Operational Programme	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
5: Development of social and health services sector	5.1 Rehabilitation of social and health services infrastructure	A - 6 : Promoting of social inclusion B - 2. Bettering the local and regional social infrastructure	6.2 Development of an integrated social services network 2.2 Rehabilitation / modernization / development of social services infrastructure
Recommendation: Qualification training for unemployed persons			
Regional level / Document/ Regional Development Plan: South-East		National level / Document / Sectoral Operational Plan - Human Resources Development	
Priority	Intervention Line / Measure / Action	Axes	Intervention Line / Measure / Action
3: Creating the premises for a flexible labour market	3.1 Active measures on the labour market, training of the unemployed (including those being long-term unemployed) and the development of labour force to be adaptable to the structural changes.	5 Promoting active measures for employment	5.1 Developing and implementing active measures for employment

