



Technical Assistance for the Implementation of Structural Instruments in Romania



**No. 2
October 2009**



**Technical Assistance for the Implementation
of Structural Instruments
in Romania**



**Project co-financed from the European Regional Development Fund through
OPTA 2007-2013 /
Support for the implementation of the ACIS Communication Plan**

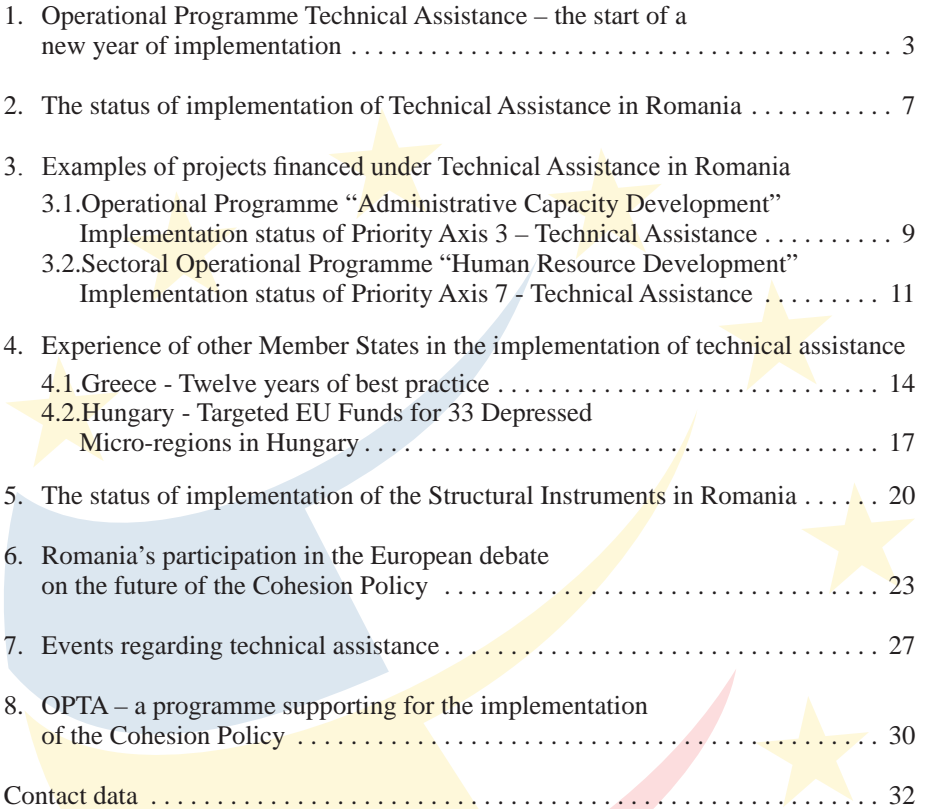
Editor: Directorate Technical Assistance, Ministry of Public Finance



Publishing date: October 2009

The content of this material does not necessarily represent the official position of the European Union and of the Romanian Government.

CONTENT



1. Operational Programme Technical Assistance – the start of a new year of implementation	3
2. The status of implementation of Technical Assistance in Romania	7
3. Examples of projects financed under Technical Assistance in Romania	
3.1.Operational Programme “Administrative Capacity Development” Implementation status of Priority Axis 3 – Technical Assistance	9
3.2.Sectoral Operational Programme “Human Resource Development” Implementation status of Priority Axis 7 - Technical Assistance	11
4. Experience of other Member States in the implementation of technical assistance	
4.1.Greece - Twelve years of best practice	14
4.2.Hungary - Targeted EU Funds for 33 Depressed Micro-regions in Hungary	17
5. The status of implementation of the Structural Instruments in Romania	20
6. Romania’s participation in the European debate on the future of the Cohesion Policy	23
7. Events regarding technical assistance	27
8. OPTA – a programme supporting for the implementation of the Cohesion Policy	30
Contact data	32



1. Operational Programme Technical Assistance – the start of a new year of implementation

As it was mentioned in the article included in the previous brochure, the Operational Programme Technical Assistance (OPTA) is aimed to support the coordination and management of the Structural Instruments in Romania. This goal was reflected in the first semester of 2009, especially through the flexible response to the new needs identified in the field of coordination and management of the Structural Instruments, as well as through the acceleration of the approval and contracting of projects targeting the improvement of the system's administrative capacity.

The progress in statistical terms is the following: until September 2009, the number of the projects approved increased (from 5 to 12 projects), with the total EU financing amounting to 79 million lei. Also, the number of projects for which the financing decisions or contracts were signed increased to 12.

At the same time, at the beneficiaries' level, there is public procurement contracts signed or awaiting signature in amount of approximately 25.5 million lei. However, the public procurement activities encountered some bottlenecks and difficulties:

- Late launching of public procurement procedures, due to beneficiaries' low capacity to prepare tender documents;
- Long period of the tenders' evaluation, caused by the complexity of the tender documents (tender dossiers for consultancy services of high value) and the large number of offers;
- High number of appeals and the long period for solving them;
- Lack of a guide on procurement of consultancy services, allowing for the definition of the evaluation factors that cannot be easily contested, and also for appropriate formats and clauses related to this type of procurement;
- Long duration of the contracting phase as such, caused by the lack of the documents requested from the contractors (performance guarantees, subcontracting agreements, proof of opening an account within the Treasury), but also by the need to adapt the standard contract, as well as by the significant number of endorsement signatures within the contracting institution.

Concerning the implementation, the first semester of 2009 was characterised by the first steps taken for the actual project implementation, as a result of the actions started in 2008. A series of activities started under OPTA, aiming at:

- Supporting the coordination of Structural Instruments through the organisation of meetings of the committees and working groups that were set up under the Government Decision no.457/2008 regarding the institutional framework for the coordination and management of Structural Instruments;
- Training the staff involved in the management of Structural and Cohesion Funds;

- Training the Single Management Information System (SMIS) users;
- Preparing a study concerning the current horizontal needs for technical assistance as the basis for a Facility designed to support the management system of Structural Instruments;
- Laying the grounds for the Cohesion Policy after 2013 from Romania's perspective and presenting the European debates on the future of this policy in a seminar organised for the stakeholders;
- Production of media spots;
- Last but not least, supporting the OPTA management and the TA coordination.

The last quarter of 2009 is expected to be very demanding in terms of the verification of payment applications since, starting with September, the first significant payments have been made under various projects.

At the level of the Managing Authority for OPTA, the status of the projects and the financial perspectives of the programme implementation are under permanent monitoring, through a short-term working plan that has been drawn up with the support of the main beneficiaries.

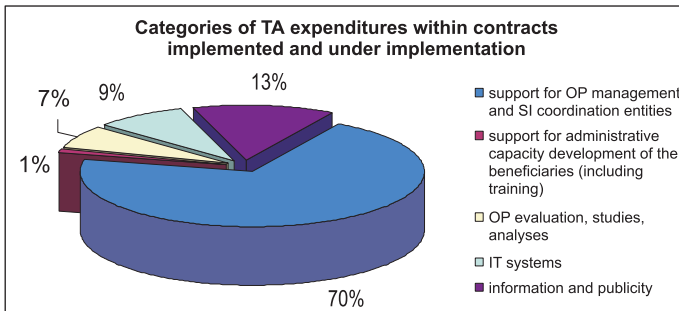
The OPTA implementation is being adjusted during the programming period to the newly identified requirements provided that is compliant with the initial strategy. As such, applying for funding under OPTA has been recently opened for the Regional Development Agencies, for projects aiming at supporting the activities of the Growth Poles coordinators and their support staff.

Livia Chiriță, Director

Managing Authority for the Operational Programme Technical Assistance



As a direct consequence of the TA support, 8,610 projects have been appraised, and 1,884 financing contracts/ decisions have been signed with the beneficiaries, over 500 information and communication events have been and are to be organised, 10 media campaigns have been and are to be developed, and nearly 210,000 information and promotion printings (brochures, leaflets, flyers) have been and are to be released.

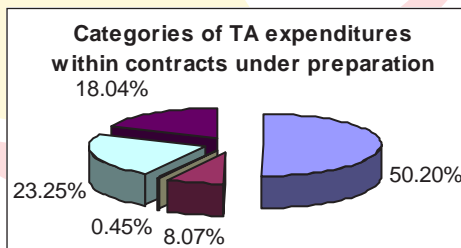


These categories of expenditures can be found in similar proportions in almost every operational programme, with some exceptions.

It is worth pointing out that, within the OPTA, the expenditures for the preparation of studies and analyses and for the development of IT systems weigh more than the expenditures for information and publicity.

The operational programmes under the European Territorial Cooperation Objective follow the general pattern as concerns the categories of TA expenditures. Nevertheless, the Cross-border Cooperation Programme Romania-Bulgaria - the first among these programmes where technical assistance began being used - shows higher variety in terms of TA expenditures.

Regarding the TA contracts under preparation, the expenditures related to the support for the programme management and for the management entities keep the leading position, however the amounts allocated for IT systems, as well as for the support for the administrative capacity development of the beneficiaries become more and more significant.



Note: this summary is based on the reports on Operational Programmes submitted to the Inter-ministerial Group (Government), as well as on the data provided in the TA Usage Forms filled in for each programme.

*Managing Authority for the Operational Programme
Technical Assistance*

3. Examples of projects financed under Technical Assistance in Romania

3.1. Operational Programme “Administrative Capacity Development”

Implementation status of Priority Axis 3 – Technical Assistance

The third Priority Axis – Technical Assistance of the Operational Programme “Administrative Capacity Development” has approximately 10 millions euro allocated for the entire programming period 2007-2013, proportionally to the allocation of the operational programme. Even if, compared with the TA priority axes of other operational programmes, this amount is not impressive, it should not be judged in absolute terms, but from the perspective of the diversity of projects that are financed under this axis and contribute to the optimum implementation of the activities carried out by the Managing Authority of the Operational Programme “Administrative Capacity Development” (MA OP ACD).

As such, the Priority Axis Technical Assistance of the Operational Programme “Administrative Capacity Development” (OP ACD) covers specific technical assistance provided for project preparation, monitoring, evaluation and control, as well as support for information and communication activities related to OP ACD. Funds are also available under this Priority Axis for collection of data (surveys, studies, etc.), with the purpose to compensate for the absence of such baseline data, especially for indicators. There are already nine projects contracted for the two key areas of intervention of Priority Axis 3, while the tenth project is being currently contracted (all projects belong to MA OP ACD, since in the case of OP ACD there are no intermediate bodies, therefore the Managing Authority is the single beneficiary of the funds). The total value of these ten projects amounts to approximately 3 million euro, trying to cover the urgent needs related to the functioning of MA OP ACD. It has to be mentioned that the projects contracted have fully covered the allocation for the two TA key areas of intervention 3.1 and 3.2, corresponding to the years 2007 and 2008. Moreover, the MA OP ACD currently has under implementation 90% of the projects included in the 2008 and 2009 annual TA plans. We present below the most important activities implemented with the support of these funds.

One of the needs of MA OP ACD that were addressed with the support of the TA Priority Axis was related to the procurement of consultancy services in accordance with the needs identified. Thus, a services contract already finalised consisted in providing consultancy in the field of human resources management for MA OP ACD, as well as technical assistance and training for supporting the actual start of OP ACD implementation and for improving the administrative capacity of MA OP ACD. The

most important objectives achieved through this contract are: the Human Resources Development Strategy of MA OP ACD has been updated and MA OP ACD staff has been trained (on the job training) in accordance with the training plan, including delivery of formal training sessions.

Another type of consultancy of special importance for the proper functioning of MA OP ACD is the consultancy related to project appraisal and selection. Such services were contracted, covering the needs related to project appraisal and selection for MA OP ACD, for the first calls for projects and calls for project ideas. This contract covered the services of experts who appraised - from technical and financial point of view - and selected the financing applications that had been submitted within the priority axes of OP ACD, and formulated recommendations for the improvement of the submitted financing applications.

Another activity that was financially supported through TA funding was related to the continuous training of MA OP ACD staff and consisted in its participation to seminars, training courses, conferences, workshops, thematic networks, as such facilitating the transfer of know-how by various means. The staff training is a very important issue covered by the TA, because the field of Structural Instruments implementation is continuously changing and therefore requires permanent updating of the professional skills, in order to carry out the current tasks efficiently.

Besides the consultancy services, another important field for the activity of MA OP ACD that was financed through Technical Assistance projects is represented by the endowment of the Managing Authority with IT and communication equipment, in order to provide the proper technical basis for the functioning of the IT system within the MA OP ACD. This included IT equipment and peripherals, as well as audio-video equipment needed for the monitoring of OP ACD implementation, in order to keep the pace with the increasing number of MA OP ACD staff, as well as for providing efficient working tools. This procurement was accompanied by furniture and consumables, for ensuring efficient working conditions for the MA OP ACD staff.

A major field for supporting the implementation of OP ACD, which is financed from the Technical Assistance Priority Axis, is the support of information and publicity activities for OP ACD. In this sense, the creation of the website of MA OP ACD was already contracted and completed, and can be accessed at <http://www.fonduriadministratie.ro/>. This is an important step in the continuous process of introducing the financing opportunities of OP ACD to the potential beneficiaries and of informing the general public on the management of Structural Instruments ensured by the MA OP ACD.

In carrying out the activities financed by the Technical Assistance Priority Axis of the OP ACD, some difficulties were encountered, which reduced the rhythm of implementation. One of the most important problems of the Managing Authority is related to the fact that the procurement for TA is not carried out by the MA OP ACD, but by the specialised department within the Ministry of Administration and Interior. Due to the difficult cooperation with this structure, considerable delays were registered, for example the tender notice for consultancy services in the field of communication was published approximately 8 months later, compared to the original deadline. Additionally,

we are confronted with the problem faced by any public contracting authority, deriving from the legal obligation to observe unsuccessful tenderers' right of challenging the contract awarding decision, which led to the fact that the previously mentioned contract for consultancy services could not be concluded up to date.

The measures taken to overcome this situation included an increasing number of meetings with the representatives of the abovementioned department, notification of the decision makers from the ministry about the difficulties encountered in order to dispose the speeding up of this process, as well as intense cooperation with the National Authority for Regulating and Monitoring Public Procurement (ANRMAP) in order to identify viable solutions. The MA OP ACD has also organised several meetings with all the structures involved in the public procurement process (since a public procurement involves also endorsing of the tender documents by other specialised departments within the ministry, as for example the legal and the financial departments), for addressing the problems encountered and for speeding up the whole process. To this purpose, a calendar for regular meetings was established, in order to avoid such communication syncope in the future, and also to ensure the efficient implementation of the projects financed from the Technical Assistance Priority Axis of OP ACD.

*Managing Authority for the Operational Programme
Administrative Capacity Development*

3.2. Sectoral Operational Programme “Human Resources Development”

Implementation status of Priority Axis 7 - Technical Assistance

The Priority Axis 7 “Technical Assistance” under SOP HRD is financing actions meant to support the Managing Authority for the Sectoral Operational Programme Human Resources Development, as well as the Intermediate Bodies, in the programme implementation, monitoring and evaluation, as well as for informing the beneficiaries on the fields where the European Social Fund (ESF) can be accessed.

One of the main conditions for the management of the EU Structural Instruments is to ensure the appropriate administrative capacity for the management of funds, in compliance with the Community regulations and the national legislation. The technical assistance is an instrument used by the Managing Authority to consolidate the quality and to speed up the coherence of actions, but also to ensure the best and most efficient use of funds, in order to maximise the impact of the programme.

The Priority Axis 7 is split into two key areas of intervention, as follows:

- KAI 7.1 Support for the SOP HRD implementation, general management and evaluation under which the activities financed will ensure the support of the staff within the SOP HRD MA and intermediate bodies for the implemen-

tation, monitoring, evaluation and control of the operations financed by the European Social Fund (ESF) through SOP HRD 2007-2013.

- KAI 7.2 Support for SOP HRD promotion and communication – the activities financed under this KAI shall focus on ESF and SOP HRD promotion and publicity. The publicity and awareness activities will be carried out at national, regional and local level. The purpose of these interventions is to maximise the visibility of the programme and of the EU’s role and to facilitate the access to existing financing opportunities for the development of human resources.

In 2008, under this SOP HRD priority axis, the following projects have been implemented:

- KAI 7.1. Support for the SOP HRD implementation, general management and evaluation:

The services contract “Support for MA, IBs and beneficiaries in ensuring a proper management of the ActionWeb system for maintenance activities and for drawing up financial and procedural reports related to the projects financed under the European Social Fund” signed by the MA SOP HRD covered 5 months starting with 1 October 2008.

The general objective of the project was to ensure and guarantee the functioning of the ActionWeb system, including maintenance, hardware and software. The project activities were grouped into 3 main components: administration of the ActionWeb systems, optimisation of the IT system and support for the monitoring and reporting process.

- KAI 7.2. Support for SOP HRD promotion and communication:

The services contract “Providing a high speed fibre-optic Internet connection for the MA SOP HRD” was signed on 31 March 2008 and finalised at the end of December 2008. This contract supported the MA and the 11 Intermediate Bodies of SOP HRD in ensuring correct information on accessing ESF, as well as transparent utilisation of such funds in Romania, based on the use of high speed Internet (broadband) connection.

The services contract “National public information campaign for the promotion of SOP HRD” was signed on 10 November 2008, with one month duration.

The implementation of the national campaign has contributed to increasing the degree of awareness of the general public concerning the benefits of accessing ESF through SOP HRD, to improving the level of understanding how it works and how it can be accessed, as well as to bringing to the public attention the correct themes and concepts concerning EU financing, in accordance with the objectives and strategy for information and publicity measures which are included in the Communication Plan for SOP HRD 2007-2013.

The publicity services carried out under this campaign were related to the development of a media plan for two TV spots and their broadcasting over 21 calendar days on the two top-ranking (according to national audience level) general TV stations and TV news stations, development of a media plan for two radio spots and their broadcasting

over 21 calendar days on the three top-ranking (according to national audience level) radio stations and creation, production and broadcasting of an Internet banner on the most important 30 websites (selected in accordance with the ranking upon the number of unique users).

The results of the public information campaign were the following:

- three media plans developed for TV, radio and Internet;
- 1001.88 Gross Rating Points achieved, approximately 250 Gross Rating Points for each of the 4 stations selected in accordance with the national audience;
- at least 60% of the total Gross Rating Points achieved for each station exclusively in the timeframe 19.00-22.00;
- 378 audio spots broadcasted exclusively for each of the 3 radio stations with a minimum of 60% national coverage, according to the most recent audience survey; 126 spots were broadcasted for each radio station exclusively in the timeframe 07.00-09.00;
- creation and production of an Internet banner and 4,706,235 displays on the most important 30 websites, selected by number of unique users.

*Managing Authority for the
Sectoral Operational Programme
Human Resources Development*

4. Experience of other Member States in the implementation of technical assistance

4.1. THE MANAGEMENT ORGANISATION UNIT S.A.

Twelve years of best practice

In the course of twenty-five years since the accession of Greece to the EU and due to the need for better managing the assistance delivered through the Structural Funds, substantial changes were introduced in the Greek public administration. Under the pressure of the requirements of the Structural Funds, the Greek Government introduced several institutional and administrative adjustments for effective governance of structural interventions. As a result, modern management methods and systems progressively emerged which had positive spill-over benefits across the entire Greek public administration. The public administration's capacity to work for long term goals and long term planning of major structural projects improved significantly.

This development, however, did not happen overnight. During the long history of EU structural interventions in Greece, a great number of weaknesses and obstacles came to surface. At the regulatory level, significant difficulties were experienced when adjusting the EU procedures to the national standards in the sectors crucial for the co-funded projects. At the management level, structural inefficiencies of the public bodies, inadequate synergies between the various management levels, lack of flexibility and lack of specialised staff became stumbling blocks for planning and implementation procedures. Last but not least, the large number of weak and inefficient implementing bodies, the lack of specialized resources and know-how, the technological gaps and the fragmentation into many small projects proved serious obstacles for implementation.

Given the importance of EU Cohesion Policy in Greece, the Greek Government responded to all these challenges by pressing ahead with a more coherent institutional framework within the EU-funded programmes and projects, by deconcentrating decision making, by placing great emphasis on human capital in the Managing Authorities, by making systematic use of technical assistance and by allowing a greater role to the private sector. This effort was reinforced by the creation of government agencies run under private sector rules and staffed by qualified human resources, which were set up specifically to ensure flexibility and efficacy in responses.

One such agency is the Management Organisation Unit (M.O.U.), which was established in 1996 by a joint decision of the Greek Government and the European Commission in order to inject know-how from the private sector.

Identity

The MOU is a unique administrative unit with the mission to strengthen the administrative and management capacity of the public authorities implementing EU-funded programmes by meeting specific needs in the fields of:

- human resources (selection and recruitment of specialised personnel, training and assessment);

- know-how;
- infrastructure and information systems.

An innovation within the public administration

As a government agency operating under private sector rules, the MOU is an innovative structure within the public administration. Financed from national resources and programmes co-funded by the European Union, it reports directly to the Minister of Economy and Finance but is external to the civil service structure. Its status as *Société Anonyme* allows it to bypass any rigid administrative procedures and inflexibilities of the Greek civil service.

The MOU is governed by a Board of Directors representing various socio-economic agents such as the Federation of Greek Industries and the Union of Greek Civil Servants while its workforce is made up of highly qualified personnel recruited from both the private and public sector. The cornerstone of MOU's policy is to attract highly qualified staff by offering a competitive package of remuneration and by ensuring quality work conditions. Modern monitoring and audit systems (ISO 9001:2000, International Accounting Standards, etc.) are established as well as innovative information systems and state-of-the art infrastructure facilities.

Deployment

The MOU's workforce to date numbers 1,200 employees, with the majority (approximately 1,000 people) seconded to the National Strategic Reference Framework (NSRF) Managing Authorities. The MOU itself consists of a Central Unit based in Athens including several task forces, which provide direct support to beneficiaries. These task forces target specifically:

- remote and island areas
- European Social Fund projects
- minority groups' projects
- solid waste and waste water management projects
- the NSRF Monitoring Information System (MIS).

The MOU's role in building management and administrative capacity in Greece

The MOU has played a vital role in setting up the management structures of the previous programming periods (Community Support Framework - CSF II and CSF III). By providing quality technical assistance it contributed to the:

- successful management of projects
- design of implementation systems
- monitoring of programmes
- acceleration of the rate of implementation
- improvement of procedures
- continuity of financial flows
- lifting of bottlenecks causing delays.

In the period 2007-2013 the MOU focuses on the following:

- recruits specialists from the private sector for the staffing of the NSRF Managing Authorities;
- carries out intensive training programmes which also involve innovative e-learning methods;
- deploys task forces to provide advisory, managerial support and capacity building to implementing bodies of EU-funded programmes;
- produces tools, methodologies and know-how relating to the management of projects;
- provides state-of-the-art office spaces (~ 52.000 m²) for the housing of 42 Managing Authorities;
- procures the necessary IT for 2,500 employees in NSRF Managing Authorities;
- organises conferences and transfer of know-how activities;
- supports the NSRF Monitoring Information System and other management systems supporting the delivery of funds;
- creates websites informing the general public on funding opportunities;
- develops exchange of know-how opportunities with European Partners (in particular with countries of South-East Europe).

The strategy set by MOU's management is to turn the agency into a center of excellence for EU structural interventions in Greece. By improving flexibility, speeding-up responses, better and faster networking and disseminating innovative practices to other public structures, the MOU aims to ensure the flow of information on co-financed policies and to develop stronger ties with European partners.



*by Dex. Agourides
Director General
Management Organisation Unit*

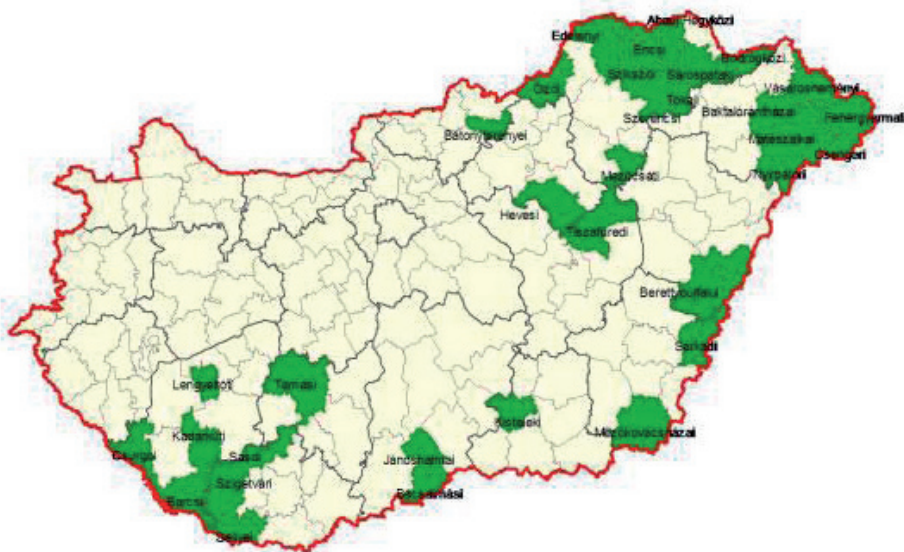
4.2. Targeted EU Funds for 33 Depressed Micro-regions in Hungary

A complex development programme which is not only about money but a more effective use of funds

Even if the most depressed (deprived) micro-regions of Hungary received funds above the national average within the framework of the first National Development Plan between 2004 and 2006, it was not even enough to stop the arrears of these areas. In certain cases no funds at all reached the most depressed settlements. The Hungarian Government has therefore decided to launch a complex development programme in late 2007 for the 33 most depressed micro-regions.

Background

Unemployment, deep poverty, village ghettos, segregation and discrimination characterize the most depressed micro-regions in Hungary where 10% of the population and nearly one third of the Roma population live. Within the framework of the first National Development Plan between 2004 and 2006, these depressed micro-regions received financial support by 20% above the national average. However, money was not enough to change the lives of the 33 micro-regions. It was mainly due to the rigidity of the application system towards complex development, creativity as well as its rather formal decision-making system. As a result, the relatively more advantageous settlements and social groups were more successful in the application.



A complex development programme targeting the most depressed micro-regions

In late 2007, based on economic, social and infrastructure indicators, the Hungarian Government defined the 33 most depressed micro-regions and decided to launch a specific, fairly complex scheme to develop them. A financial envelope, including monies from various operational programmes of the New Hungary Development Plan was set for each micro region in the new programming period of 2007-2013.

The idea was to **provide guidance for these micro-regions to learn how to make the best of their opportunities with the help of a complex development programme**, lessen the administrative burden and the incidentality of the existing programmes. In the new scheme, therefore, the most depressed micro-regions did not have to compete for funding with the more developed micro-regions, but they were to meet highly qualitative requirements by submitting a strategy and a package of interrelated projects against the financial envelope dedicated for each of them. **In the planning work they were assisted by dedicated consultants** who were to guide applicants to define development objectives on the basis of local stakeholders' agreement. The involvement of local governments, institutions, Roma organisations, NGOs and enterprises was considered as a high priority and a very important tool to produce more coordinated plans, carry out more coherent developments and strengthen local cooperation.

Various funding sources – technical assistance funds for the implementation

A major part of **the financial resources** of the programme – altogether around 360 million euro – are provided by the Regional Development Operational Programmes (RDOP, financed by European Regional Development Fund - ERDF), the Social Renewal Operational Programme (SROP, European Social Fund - ESF) and the Social Infrastructure Operational Programme (SIOP, ERDF), and are **fixed for each micro-region**. Another 90 million euro in the framework of the Economic Operational Programme has been allocated for the development of enterprises. The selection of the planning experts was financed from funds allocated from the State Reform Operational Programme and the anti-segregation experts from the Implementation Operational Programme. To avoid distortions in the allocation of funds for the various micro-regions, resources have been distributed among them based on the following criteria: 1/3 of the money has been **evenly distributed**, 1/3 **according to the number of inhabitants** (the population of the 33 micro-regions is between 11-72 thousand people), 1/3 **according to the number of settlements** (the number of settlements in the 33 micro-regions is between 4-49). As **the three priorities of strategy making were economic development-employment, education-children's opportunity and Roma-integration**, the micro-regions could dedicate 3/4 of their allocated funds to **infrastructural projects** (ERDF) and at least 1/4 of the allocated funds to **“soft” projects** such as training, education, employment or health care (ESF).

To enhance the implementation, a **dedicated programme office has been set up in the National Development Agency (NDA)**, which has been financed with **technical assistance funds**.

Planning, selection and implementation

As a result of an intensive planning process organized by the micro-regional working groups and **involving more than 5,000 local stakeholders**, the planning document and the package of draft project proposals were approved on a micro-regional level and eventually submitted to the National Development Agency. Around **700 project proposals were preliminarily approved** by the selection committee including representatives of the Regional Development Agency, relevant ministries, the NDA and at least one non-governmental expert. The project owners had then to **elaborate project packages in detail** according to **planning guides** which were published in late spring 2008 by the managing authorities, and then **submitted** to the relevant intermediate body for control. Once finally approved, the **implementation of projects** may commence in the **fourth quarter of 2009**.

Major challenges and plans for the future

The programme coordinators of the NDA have had to face several difficulties and found that **the major challenge of the programme has been to motivate people to involve all local stakeholders in the strategy and project planning process**.

As for the future, the programme office has lots of ideas to contribute to the development of the micro-regions. For example, they are building up long term co-operation between regional universities and micro-regions. There are already **4 micro-regions “adopted” by a regional university** and given **voluntary assistance** that they are in a big need. **Corporate social responsibility (CSR)** is another area where several actions have taken place. The National Development Agency took a leading role in this by offering 65 of its replaced computers for two educational institutions in the related micro-regions and Microsoft Hungary joined the action by donating the software licence to enhance digital skills of children. Hopefully, other organizations and business actors will follow them to contribute to the success of the programme.



*Henriette Kiss
National Development Agency Hungary*

5. The status of implementation of the Structural Instruments in Romania

Introduction

There are **seven operational programmes** in Romania within the “Convergence” objective with a financial allocation for the period 2007-2013, of 19.2 billion euro Community funds: the Sectoral Operational Programmes for Transport, Environment, Increase of Economic Competitiveness, Human Resources Development, the Regional Operational Programme and the Operational Programme Administrative Capacity Development and Technical Assistance.

The Community financial allocation of 2007-2013 period for “Convergence” objective is of **19,2 billions euro**.

The operational programmes with the highest Community financial allocations are: SOP Transport (4.56 billions euro), SOP Environment (4.51 billions euro) and Regional Operational Programme (3.72 billions euro).

The operational programmes with the lowest Community financial allocation are the Operational Programmes Administrative Capacity Development and Technical Assistance, respectively 208 millions euro and 170 millions euro.

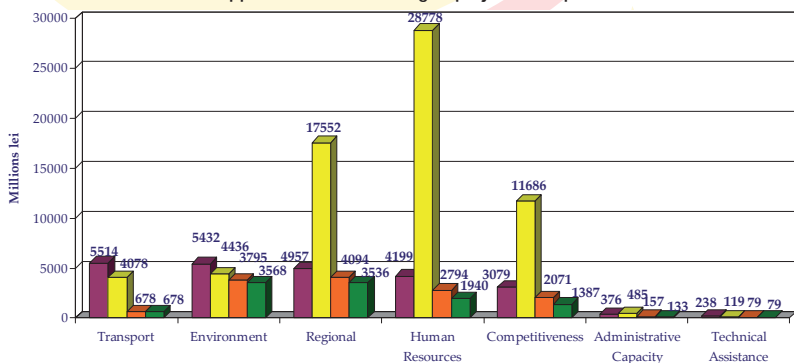
The status of implementation of the Operational Programmes

The current status regarding the received, approved and contracted projects for the seven operational programmes shows, at September 30th, 2009, significant developments during 2009.

The situation for all seven programmes indicates that 12,975 projects, in total value of 99.65 billion lei (23.62 billions euro) have been submitted until September 30th, 2009.

For three of the operational programmes, the EU contribution for the received projects has greatly exceeded the EU cumulated allocation for 2007-2009, representing up to 282% from it.

Status of submission, approval and contracting of projects compared to 2007-2009 allocation



Out of the projects received, until September 30th, 2009, 2,672 projects have been approved, in total value of 22.44 billions lei (5.32 billions euro), out of which 13.67 billions lei (3.24 billions euro) represents EU contribution, a percentage of 57% from 2007-2009 EU allocation for all operational programmes.

Until September 30th, 2009, 1,884 projects have been contracted, in total eligible value of over 13.78 billions lei (3.26 billions euro), out of which EU funds amount to 11.32 billions lei (2.70 billions euro).

The total payments made to beneficiaries, representing pre-financing and reimbursements (except VAT reimbursements), are around 446 millions euro. The internal payments of EU funds represent 7.78% of the 2007–2009 allocation. In September only, there was recorded a level of monthly payments to beneficiaries of 44.16 millions euro.

OPERATIONAL PROGRAMME	PROJECTS RECEIVED		PROJECTS APPROVED		FINANCING CONTRACTS/ DECISIONS		PAYMENTS TO BENEFICIARIES
	Number	Total value (millions lei)	Number	Total value (millions lei)	Number	Eligible value (millions lei)	Total payments (millions lei)
Regional OP	2,455	26,367.06	616	6,054.82	525	4,221.71	430.78
SOP Environment	113	6,692.75	61	5,757.25	29	4,220.62	722.77
SOP Transport	37	9,450.93	16	3,033.16	16	838.78	0.05
SOP Increase of Economic Competitiveness	4,715	24,560.70	1,082	3,867.20	737	1,880.28	509.23
SOP Human Resources Development	5,007	31,794.17	782	3,413.03	482	2,359.20	203.30
OP Administrative Capacity Development	627	599.86	103	191.42	83	157.75	2.51
OP Technical Assistance	21	181.37	12	124.04	12	99.07	0.22
TOTAL	12,975	99,646.84	2,672	22,440.92	1,884	13,777.41	1,868.86

Problems identified in accessing the funds

The experience accumulated during 2008 and the first half of 2009 has revealed several aspects in the implementation of the seven operational programmes, at the level of the institutions involved in their management, which need to be solved. Some of those aspects are:

- the harmonization of the applicants' guides taking into consideration the following objectives:
 - » facilitating the understanding of the information contained in these documents;
 - » ensuring greater coherence of the requirements and data enclosed in the documents;
 - » ensuring transparency regarding the requirements and obligations that need to be fulfilled by the applicants.

- the simplification of the documentation requested to the potential beneficiaries by the managing authorities/ intermediate bodies;
- taking measures in order to ensure a smooth evaluation and selection process, as well as a smooth contracting process.

Thus, during January - September 2009, the efforts concentrated on identifying and implementing the measures for simplifying and accelerating the implementation process, focusing on the following:

- simplifying the documentation requested to the potential beneficiaries by the managing authorities;
- reducing the period between the submission of the projects and the signing of the financing contracts with the beneficiaries;
- reducing the period needed to carry on the public procurement procedures and simplifying the public procurement procedures for the private beneficiaries;
- facilitating the beneficiaries' access to the financial resources needed to implement the projects (e.g. increasing the standard level of national prefinancing from 15% to 30% and introducing a 35% prefinancing from the value of the intervention for the projects under state aid/de minimis);
- harmonizing and ensuring a greater uniformity of the Applicants' Guides for all OPs.

As a consequence of the measures taken during 2009, the process of implementation of the Structural Instruments has been significantly accelerated, both at the level of the submission and approval of projects and the signing of financing contracts and as regards the level of internal payments to beneficiaries.

Authority for Coordination of Structural Instruments

6. Romania's participation in the European debate on the future of the Cohesion Policy

The subject of the future Cohesion Policy after 2013 represents a priority for debate at European level, providing the possibility for all Member States, regions, cities, institutions and every citizen of the European Union to express their opinion and interests concerning the future structural reforms. Being part of a wider process for debates on the budgetary EU reform and on the future European policy priorities, this opportunity for reflection is vital for the definition of a new Cohesion Policy, which should best respond to the challenges faced by the regional economies.

For Romania, the Cohesion Policy is one of the most important European policies, since it substantially contributes to the achievement of key policy objectives of the European Union, including the Lisbon Agenda. At the same time, through its flexibility and adaptability, this policy supports the European Union not only in reducing its internal disparities, but also in successfully coping with the effects of globalisation and other challenges faced by the European economies and societies.

Given the importance of the Cohesion Policy for the future economic development of Romania and in reducing its development disparities compared to other Member States, Romania has a special interest in expressing a point of view within the European debate on the future of the Cohesion Policy, in accordance with the national interests.

In this regard, the Ministry of Public Finance (MPF), as coordinator of the management of structural instruments and of the national position concerning the Cohesion Policy, is coordinating at national level the public consultation and the debate on the future of the Cohesion Policy, as well as the inter-institutional working group that has been created in view of formulating Romania's official position on this subject. The working group consists of decision-makers representing the most relevant institutions/organisations that have a role in the field of Cohesion Policy (ministries, mainly Managing Authorities of the Operational Programmes or having a role in the coordination of the European policies – Ministry of External Affairs; Department for European Affairs; associative structures of local authorities; Association of Regional Development Agencies – ROREG; National Institute for Statistics; National Commission of Prognosis; Romanian Chamber for Industry and Trade; Economic and Social Council; Romanian Academy).

Based on the first contributions within the national debate, the Ministry of Public Finance formulated in January 2008 a preliminary position of Romania concerning the reform of Cohesion Policy after 2013, and has supported the main elements of position within the various European events that were organised on the subject.

From Romania's perspective, the following elements need to be underlined, as prerequisites for the efficient implementation of the Cohesion Policy:

- **Existence of guidelines for intervention at EU level, backed up by a coherent and integrated Community Strategic Framework**

A first step in directing the Funds towards several thematic priorities agreed upon beforehand, correlated with the targets of the revised Lisbon Strategy, is represented by the Strategic Cohesion Guidelines 2007-2013, an excellent basis for discussion for the post-2013 Guidelines. Romania supports the principle of concentration, but the list of thematic fields must remain flexible enough in order for each state/region to be able to select and concentrate the resources allocated under the Cohesion Policy towards those fields that represent a priority for their own development needs.

It is also considered necessary the promotion of some areas of major interest under the European thematic priorities, which should take account of the new challenges faced by the European Union, of the current context related to the global economic crisis, but also of the different contribution levels of the various areas to the creation of several definite European added values. In this context, for the next programming period, a thematic focus on pro-development sectors is needed, in accordance with the objective of economic growth and of creating/keeping jobs, but there must be also avoided the unilateral solving through the Cohesion Policy of the new challenges that the European Union faces. The current global problems must be approached at the level of the Cohesion Policy in a complementary way, depending on the development levels of the states and regions.

- **The need for intersectoral correlation with the other EU policies at European, national and regional level**

The added value of the Cohesion Policy is limited due to the lack of correlation with the policies at national and European level. In this context, we underline the importance of correlating the Cohesion Policy with the Common Agricultural Policy, a subject that needs more thorough analysis for the period after 2013, including based on the results of implementing the specific approach for the period 2007-2013. We consider the need for the debate in that sense to be oriented towards avoiding a separate approach of rural and urban areas at policy level, taking into account the integrated and complex nature of the restructuring activities in the rural areas.

- **Ensuring a more efficient coordination framework, at all levels**

In this sense, there is a need to strengthen the systems and mechanisms for coordinating the policies and their implementation instruments, both at national as well as at the Community level.

- **Taking into consideration the territorial dimension of the Cohesion Policy, in a more efficient manner**

The EU economic and social cohesion policy would become more concrete by paying more attention to the territorial dimension of the economic and social

disparities, and implicitly to the specificities of the different areas: mountain areas, hill areas, peripheral areas etc.

We underline the importance of this horizontal objective of the Cohesion Policy, since it ensures the integrated and sustainable development of the European territory, as well as the mobilisation of other Community policies (especially: transports, environment, common agricultural policy), besides the cohesion policy, complementary with the national policies.

- **Increasing the role of the European Territorial Cooperation Objective**

The European Territorial Cooperation objective, which promotes the exchange of experience and best practice in areas of interest to the Member States, adds high value to the Cohesion Policy. In this context, it is worth emphasizing the important contribution of the transnational cooperation programmes to the development of certain geographical areas. In this respect, increasing the role of these programmes should be supported for the next programming period.

- **Existence of effective and simplified rules in implementing the Funds, while ensuring a sound financial management**

The actual simplification of the implementation mechanism is in our opinion a key-element for the next programming period, compared to the current period 2007-2013. Despite Romania's limited experience in implementation, several major directions can be promoted for a future simplification, considering the difficulties faced in the first stages of the implementation process:

- » Extended application of the principle of proportionality;
- » Simplification of management and control procedures;
- » Increased flexibility in control and audit activities;
- » Specific audit redirected towards the effectiveness audit;
- » Larger responsibilities granted to the Member States through a proper management and control system, which should enable them to verify their own actions more efficiently;
- » Simplification / increased flexibility of state aid rules, especially in certain delicate areas (e.g. environment protection, aid for staff training and employment);
- » Focus on maximum effectiveness and impact of interventions (more importance paid to the strategic and impact aspects of the projects, compared to the purely administrative aspects of the Funds management and control);
- » Simplification of the own regulatory framework related to the management of Structural and Cohesion Funds at the level of Member States.

- **Maintaining the adaptability and flexibility of the Policy**

In our opinion, an advantage of the Cohesion Policy is the fact that it has enough flexibility to finance innovatory actions able to lead to new develop-

ment models in Europe. At the same time, given the possibility of fast adjustment to the new social and economic challenges arisen at European, national and regional level, the Cohesion Policy contributes substantially to the increase of competitiveness in the entire European Union. We highlight here only some key outputs of the Policy, which made it possible for the most developed regions and Member States to achieve their interests in the Single European Market, namely: development of pan-European transport infrastructure and therefore improved accessibility and mobility, movement of goods and workforce, transfer of know-how and new technologies. These arguments support the further promotion of the role of the Cohesion Policy as “a policy for Europe”.

- **Increasing and turning to account the benefits of the Cohesion Policy at institutional level**

We believe that the Cohesion Policy produces substantial benefits at institutional level by promoting multi-level governance and partnership, institutional cooperation and improved strategic planning and integrated development. The observance of the subsidiarity principle, by maintaining or transferring competences to the level able to provide the best solution, in order to meet stakeholders’ needs as properly as possible, is another important benefit of the Policy, since it ensures an optimal distribution of responsibilities among the managing structures at different levels.

Starting from these key-elements, the Ministry of Public Finance continues to support the development of Romanian official stance on the future of the Cohesion Policy, by involving more and more relevant stakeholders in the debates: representatives of the institutions in charge of the management or the implementation of EU funds at central or regional or local level, relevant representatives of the social partners and of the civil society, as well as representatives of the academia and consultants.

At the same time, with a view of laying the grounds for the priorities that Romania will support in the future negotiations on the Cohesion Policy for the next programming period, the Ministry of Public Finance has initiated the preparation of a study aimed to identify the priority directions for the reform of post-2013 Cohesion Policy from Romania’s perspective. The study was initiated at the beginning of April 2009, in the framework of a project funded from the Operational Programme Technical Assistance 2007-2013, and will be completed in November 2009.

The major objective of the project is to identify and lay the grounds for the main reform directions for EU Cohesion Policy after 2013 in accordance with Romania’s needs and priorities, in the European economic, social and policy context.

All these steps are expected to contribute to the identification and promotion of the most appropriate options for Romania in relation to the reform of the Cohesion Policy and to the further development of Romanian official position on the future of this important European policy.

7. Events regarding the Technical Assistance

A. The annual conference on Technical Assistance 2009

On April 2nd, 2009, the Managing Authority for the Operational Programme Technical Assistance (OPTA) organised the Annual Conference on Technical Assistance, which brought together 100 participants, civil servants from the institutions involved in the management system for Structural Instruments, but also representatives of the social partners, the academic environment and the economic community.

During the conference, the progress made in 2008 in managing OPTA, the current status and the perspectives for 2009 were presented, as well as several lessons learnt from the implementation process, and measures taken or proposed for speeding up the use of OPTA. Besides OPTA, the status of implementing the TA Priority Axes of the Regional Operational Programme and of the Sectoral Operational Programme Environment was presented too, as well as the perspectives for 2009.

In addition, as a key-element of the management and control systems of the operational programmes, the Single Management Information System (SMIS) was presented, as the centralised IT system, enabling the monitoring of projects funded from the Structural and Cohesion Funds (SCF), starting with the moment of submission up to the moment of reimbursement of expenditures to the Beneficiaries.

Representatives of other Member States of the European Union were also invited to the conference, namely Poland, Germany and France, who presented their experience in using the Technical Assistance funds. Moreover, with their support, there were also discussed the ways to support potential beneficiaries in order to increase the absorption of Structural Instruments.

The role of Technical Assistance in improving the implementation of Structural Instruments was acknowledged by all the speakers. Mr. Ștefan Ciobanu, General Director of the Authority for Coordination of Structural Instruments, showed that “in order to be able to efficiently and correctly implement these funds, according to the rules and requirements established at Community and national level”. Mr. Piotr Zuber, General Director within the Polish Ministry of Regional Development, pointed out that the role of Technical Assistance goes beyond the development of the Structural Instruments management system, even leading in Poland to changes in the operating manner of the entire national public administration which, between 2004 and 2009, has become more focused on objectives and on concrete results, and better prepared to take on the risks incurred by the implementation of projects.

B. Technical Assistance from ERDF, ESF and EARDF – a training course organized by the European Academy for Taxes, Economics & Law

The training course took place between 31.08 - 01.09.2009 in Berlin and focused on “Technical Assistance from ERDF, ESF and EARDF”, being organized by the

European Academy for Taxes, Economics & Law. About 50 participants from EU member states attended the course, mostly representatives of the managing authorities in charge of using the Technical Assistance funds. The Romanian Ministry of Public Finance was represented by Mrs. Livia Chiriță, Director of the Technical Assistance Directorate within the Authority for Coordination of Structural Instruments.

The course dealt with issues related to the Technical Assistance, especially: regulatory framework, TA planning and allocation from financial point of view, particularities of the beneficiaries, eligibility of the expenses, checks, indicators, case studies regarding the formulation of TA strategies, evaluation.

The speakers were Mr. Andrew Luff, head of the Intermediate Body within the East of England Development Agency, United Kingdom, Mrs. Katharina Kaitan, head of the Managing Authority for ERDF and ESF programmes of Burgenland Region, Austria, and Mrs. Leena Antilla, senior adviser at the Rural Development Unit within the Ministry of Agriculture and Forestry in Finland.

Following the seminar, the main conclusions were drawn:

1. The Technical Assistance may be used to support every task described in the Community Regulations 1083/2006 and 1828/2006, for the structures involved in the management of funds.
2. The TA financial planning depends on the existing administrative capacity and on the needs resulting from the workload by stages of the programming period. In the first part of the programming period, the expenditures are usually higher for information and publicity, appraisal of project submitted, whilst during the programming period towards its end they increase up to significant values for verifications and monitoring, reporting, closures, preparation of the future programming (starting with 2011). Peaks in expenditures related to the programme evaluation are expected between 2010 and 2015. The evaluation and publicity expenditures should comply with the plans submitted to the European Commission.
3. The TA costs are internal (human resources, operational costs of some structures) or external (public procurement contracts). Externalisation is frequent especially when expertise or staff is insufficient within the managing structures, or when impartiality and transparency is required (for instance, in evaluation).
 - » experience in externalising the appraisal of projects submitted shows mixed results, in many cases an “in-house” re-check being necessary for aspects related to the provisions of EU regulations;
 - » tasks pertaining to control and checks have not been externalised in most cases, for reasons related to the related risks;
 - » internal evaluations can be conducted especially with the aim of updating the conclusions of evaluations carried out through externalisation.
4. In general, the eligibility of expenditures is governed by the EU regulations, by the provisions of the operational programmes and also by the direct link with the project that is co-financed from the Structural Instruments. Whenever expenditures are not exclusively registered for the scope of the project, the

principle of proportionality is applied. In most cases, the prudent approach is recommended, in accordance with the cost-benefit rule: if there is no certainty regarding the eligibility of any expenditure, then try covering it first from other sources. Attention should be paid to the level of expenditures: for instance, the salary of contractual staff should be comparable to the permanent staff salary, the principle of effectiveness must be proven also in the case of direct procurement by using alternative offers. A case study regarding the eligibility of expenditures in East of England, United Kingdom, was presented during the training course.

5. The management checks usually follow the same procedures and checklists as for any other project, by using sampling methods based on risk methodologies followed by random selections.
 - » for operational and staff expenditures, the job description is inter alia checked (time worked for the Structural Instruments), as well as the justification for overheads and the manner of recruiting staff;
 - » for the externalised operations, the documentation and the public procurement process is checked above all;
 - » for evaluation and publicity-communication, the compliance with the related plans is checked;
 - » task segregation within the managing authority must be observed, especially with regard to the implementation of TA projects and the verification of related expenditures.
6. Several case studies were presented, regarding the use of Technical Assistance, as follows:
 - » Utilisation of a facilitation system (of a help-desk type) in East of England, United Kingdom. The facilitators provide support and expertise during the preparation of projects by the regional partners, promote the opportunities offered by the operational programme, support the potential beneficiaries in identifying other additional financing sources and act as mentors towards developing the beneficiaries' capacity. In order to complete the projects, the facilitators are supported with opinions and recommendations by the group who appraises and selects the projects;
 - » Development and implementation of the communication plan by externalisation;
 - » Development of a web page in the Austrian region of Burgenland, which includes a project database (including a short description of the projects), with options to sort the projects by categories and sub-regions and to export the search selection to PDF files;
 - » Organisation of an event to celebrate Europe Day in a commercial mall, which included activities and games for children and adults on the Structural Instruments topic.

8. OPTA – a programme supporting for the implementation of the Cohesion Policy

In the context of implementing the Cohesion Policy in Romania, a real progress was made during the last months for selecting the applications and signing the financing agreements with the beneficiaries. The Commission takes this opportunity to compliment the Managing Authorities and their partners and to encourage them to further improve the activity in order to facilitate the access to Structural Funds.

Romania is implementing the Cohesion Policy through 7 Operational Programmes (OP) under the “Convergence” Objective, which gather around 95% of the available funds: Transport, Environment, Increase of Economic Competitiveness, Regional Development, Human Resources Development, Administrative Capacity Development and Technical Assistance. Romania also benefits from 11 programmes under the “Territorial Co-operation” Objective.

With regard to the Convergence Objective, the EU disbursed EUR 1,828 million of advance payments, including the additional amounts established under the economic recovery package in the light of the global crisis. Following payment claims submitted by the Member State the EU has also disbursed, as of September 30th, 2009, approximately EUR 100 million of interim payments.

With respect to implementation on the ground, Romania has contracted, as of September 30th, more than 1,800 projects for a global amount of around EUR 2.7 billion of EU funds. The most advanced programmes are the Regional Development and the Environment ones.

Romania was the first Member State to have a major project adopted by the Commission for the 2007/2013 period: it is the waste water project “Rehabilitation and extension of the water supply and sewerage systems in Giurgiu county, Romania” adopted by the Commission on 2 April 2008 together with two other Romanian major projects.

At present, Romania has submitted to the Commission 20 major projects. The Commission has adopted 15 major projects (13 environmental projects and 2 transport projects). It is foreseen that Romania will submit around 65 more major projects by end 2010.

Amongst the positive elements one can mention: (i) the pipeline for major projects; (ii) the set-up of management and control systems which received a “green” compliance opinion by the EC; (iii) the launch of complex actions which should bring substantial benefits to the Romanian economy, such as the regional growth poles and the broadband strategy; (iv) the increasing number of contracted projects.

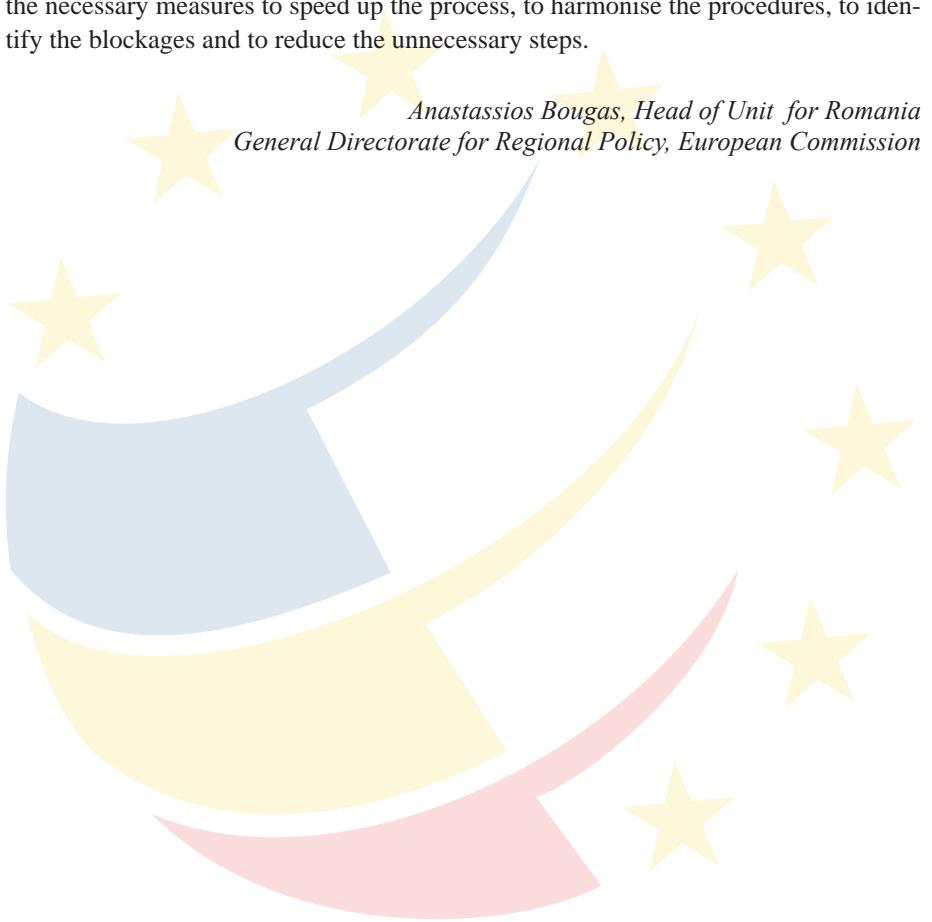
However, Romania is facing delays in financial and physical execution, especially in the transport sector, and the administrative circuit regarding the selection, contrac-

ting and launch of the projects appears lengthy and cumbersome. Further mobilisation of all institutions is necessary to accelerate the project implementation process.

In the context of simplification, a number of actions have been carried out and are being implemented, and the Commission encourages the Romanian authorities to take further steps in this domain.

The Operational Programme for TA is the proper framework to identify and take the necessary measures to speed up the process, to harmonise the procedures, to identify the blockages and to reduce the unnecessary steps.

*Anastassios Bougas, Head of Unit for Romania
General Directorate for Regional Policy, European Commission*



Contact data

Authority for Coordination of Structural Instruments

Ministry of Public Finance, www.fonduri-ue.ro
General Director: Ștefan CIOBANU, tel: 021.302.52.00, fax: 021.302.52.64
Public Relations: Ioana PĂSLARU, tel: 021.302.53.13, fax: 021.302.52.64
E-mail: fonduri.ue@mfinante.ro

Managing Authority for Operational Programme Technical Assistance

Ministry of Public Finance, www.poaat.ro, www.mfinante.ro
Director: Livia CHIRIȚĂ, tel: 021.302.52.37, fax: 021.302.52.64
Public Relations: Cristina DINU, tel: 021.302.52.24, fax: 021.302.52.64
E-mail: cristina.dinu@mfinante.ro

Managing Authority for Operational Programme Administrative Capacity Development

Ministry of Administration and Interior, <http://www.fonduriadministratie.ro/>
Director: Ruxandra POPOVICI, tel: 021.310.40.60, fax: 021.310.35.61
Public Relations: Marius GUBERNAT, tel: 021.314.3929, fax: 021.310.35.61
E-mail: marius.gubernat@mai.gov.ro

Managing Authority for Sectoral Operational Programme Transport

Ministry of Transport and Infrastructure, www.mt.ro
General Director: Șerban Alexandru CUCU, tel: 021.319.61.47
Public Relations: Irina PRIVANTU, tel: 021.319.62.91, fax: 021.319.61.78
E-mail: irina.privantu@mt.ro

Managing Authority for Sectoral Operational Programme Environment

Ministry of Environment, www.mmediu.ro
General Director: Doina FRANȚ, tel: 021.335.35.65, fax: 021.316.07.78
Public Relations: Mălina FRĂTEANU, tel: 021.316.6157, fax: 021.316.07.78
E-mail: malina.frateanu@mmediu.ro

Managing Authority for Sectoral Operational Programme Increase of Economic Competitiveness

Ministry of Economy, www.minind.ro
General Director: Cătălina MELIȚĂ, tel: 021.202.52.72, fax: 021.202.52.75
Public Relations: Valentin BARBU, tel: 021.202.5258, fax: 021.202.52.75
E-mail: valentin_barbu@minind.ro

Managing Authority for Sectoral Operational Programme Human Resources Development

Ministry of Labour, Family and Social Protection, www.fseromania.ro
General Directors: Cristina IOVA, tel: 021.315.02.09, fax: 021.315.02.06
Public Relation: Mihaela HANCIA, tel: 021.315.02.08, fax: 021.315.02.06
E-mail: posdru@fseromania.ro

Managing Authority for Regional Operational Programme

Ministry of Regional Development and Housing, www.inforegio.ro
General Director: Gabriel FRIPTU, tel: 037.211.14.12, fax: 037.211.16.30
Public Relations: Daniela SURDEANU, tel: 037.211.14.09
E-mail: info@mdrl.ro

Joint Managing Authority of the Joint Operational Programme Romania-Ukraine-Republic of Moldova 2007-2013

Ministry of Regional Development and Housing, www.ro-ua-md.net, www.mdrl.ro
Programme Manager: Daniela POPESCU, tel/fax 0372.111.456
Public Relations: Claudia CRISTEA, tel: 0372.111.332, fax: 0372.111.323
E-mail: info.ro-ua-md@mdrl.ro

Black Sea Basin Joint Operational Programme 2007-2013

Ministry of Regional Development and Housing, www.blacksea-cbc.net, www.mdrl.ro Apolodor Street, No17, 5th District, Bucharest
Programme Manager: Sorina CANEA, tel: 0372.111.309, fax: 0372.111.456
Public Relations: Ana GHEORGHE, tel: 0372.111.323, fax: 0372.111.456
E-mail: blacksea-cbc@mdrl.ro

Managing Authority of the Romania-Bulgaria Join Programme 2007-2013

Ministry of Regional Development and Housing, www.cbcrmaniabulgaria.eu, www.mdrl.ro Apolodor Street, No17, 5th District, Bucharest
Head of Unit: Ioana MANTOG, tel: 0372.111.369, fax: 0372.111.456
Public Relations: Andreea MIHĂLCIOIU, tel: 0372.111.305
E-mail: robg@mdrl.ro

Managing Authority of the Romania-Serbia IPA Cross-border Cooperation Programme

Ministry of Regional Development and Housing, www.romania-serbia.net, www.mdrl.ro
Head of Unit: Oana CRISTEA, tel: 0372.111.309 fax: 0372.111.456
Public Relations: Oana SAVONEA, tel: 0372.111.366, fax: 0372.111.456
E-mail: romania-serbia@mdrl.ro