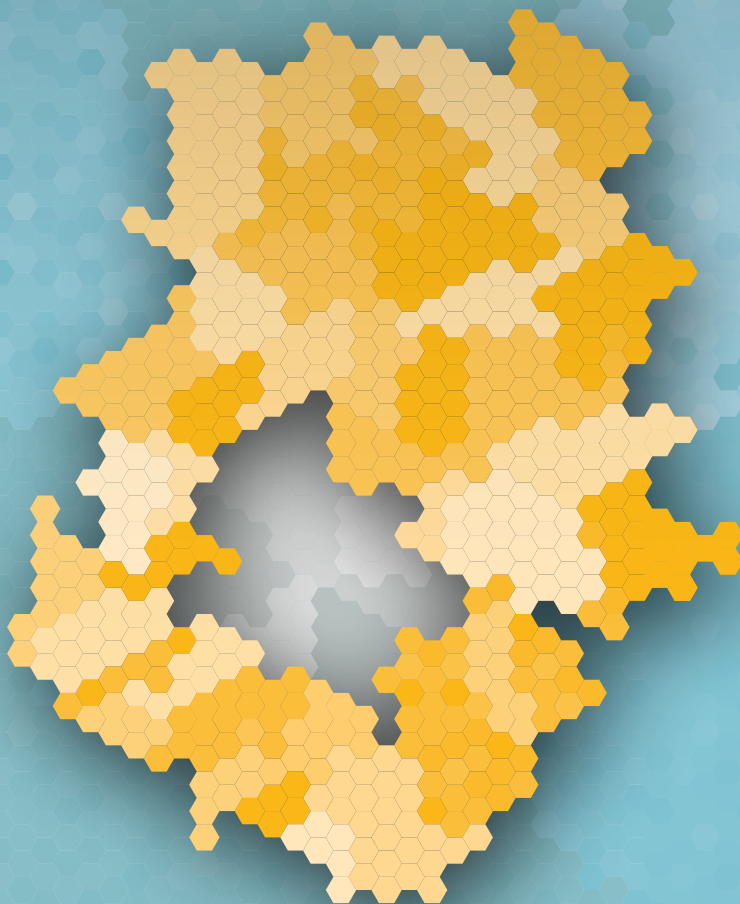


Ilfov County DEVELOPMENT STRATEGY 2020-2030 SUMMARY



Ilfov County Council



THE WORLD BANK

ILFOV COUNTY DEVELOPMENT STRATEGY 2020-2030

Summary

March 2020

This report has been developed under the Advisory Services Agreement on the Ilfov County Regional Development Program, signed between the Ilfov County Council and the International Bank for Reconstruction and Development.

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ABBREVIATIONS AND ACRONYMS

CC	County Council
CO	Cross-cutting objective
CSP	County Spatial Plan
DC	Communal road
DJ	County road
DN	National road
DPMD	Development Programs Management Directorate
EU	European Union
GDP	Gross Domestic Product
IDA	Intercommunity Development Association
LC	Local Council
MEF	Ministry of European Funds
MPGT	Transport General Master Plan
NGO	Non-governmental organization
OP	Operational Program
PMB	Municipality of Bucharest
POAD	Helping Disadvantaged People Operational Program
POAT	Technical Assistance Operational Program
POCID	Smart Growth and Digitization Operational Program
POCU	Human Capital Operational Program
PODD	Sustainable Development Operational Program
PODTI	Integrated Territorial Development Operational Program
POR	Regional Operational Programs
POT	Transport Operational Program
PNS	National Health Program
RDA	Regional Development Agency
RDI	Research, Technological Development and Innovation
RIS	Research and Innovation Strategy
RTDS	Romania's Territorial Development Strategy
SO	Specific objective
SPO	Strategic Projects Office
SUMP	Sustainable Urban Mobility Plan
TAU	Territorial Administrative Unit
FUA	Functional Urban Area

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1. The context of strategy drafting

1.1 Key concepts and international/European trends

The sustainable development of a county's territory is linked to performance requirements that must combine the protection offered by the statutory plans (County Spatial Plan, Zonal Spatial Plans, General Urban Plans) with the flexibility, efficiency and commitment offered by result-oriented plans. In the global economy it is crucial to strengthen a competitive position, and the strategic planning process must ensure the formulation of market-oriented development policies.

The philosophy regarding market-oriented strategic planning is based on the demand of the regional actors or of the target groups existing on the market, while the territorial administrative units are trying to define themselves based on the specific advantages for the target economic activities. They are offered unique combinations of urban/rural products, including transport and telecommunications infrastructure, educational facilities, research environment etc. The quality of life is interpreted in a broader sense, while the intellectual environment, people openness, their entrepreneurial spirit, the local values are important attraction factors.

The development strategy of Ilfov County starts from the integration of its problems into a territorial radiography, in which the key aspects of development overlap on the land and on the administrative configuration of the county. The key aspects of development will lead to strategic objectives and will respond to the EU's territorial development priorities. The Territorial Agenda 2030 (version 2019) presents two major objectives: A Fair Europe and A Green Europe, as well as six priorities for the development of the European territory as a whole and of all its territories¹:

- **Balanced Europe - Better balanced territorial development utilising Europe's diversity:** Encouraging neighbourhoods, municipalities, counties, regions and Member States to cooperate on improving the quality for working, and living; promoting investments in all places and strengthening economic prosperity and global competitiveness throughout Europe;
- **Functional Regions - Local and regional development and less inequalities between places:** Dialogue with decision makers in cities to apply an integrated multilevel governance approach; Involving players from different governance levels, policy sectors and groups of society.
- **Integration Beyond Borders - Living and working across national borders:** Embedding stable cross-border, transnational and macro-regional cooperation in national, regional and local development strategies; Strategic Interreg cooperation, European Groupings of Territorial Cooperation, functional regions and legal cross border agreements;
- **Healthy Environment - Better ecological livelihoods and climate-neutral towns, cities and regions:** Development of

nature-based solutions and green infrastructure networks, that link ecosystems and protected areas, in the field of spatial planning and other relevant policies; Respecting the natural limits of our common livelihoods and increase the resilience of all places to the impact of climate change; Concentration of work on strengthening the awareness and empowering local and regional communities to protect, rehabilitate, utilise and reutilise their (built) environments, landscapes, cultures and other unique values;

- **Circular Economy - Strong and sustainable local economies in a globalised world:** Supporting Europe's transition to a circular economy and the development of place-based industrial symbiosis processes; Supporting the development of local and regional circular economy strategies linking local and global economies; Encouraging the diversification of local economies and efforts to strengthen innovation capacities in all regions;
- **Sustainable Connections - Sustainable digital and physical connectivity of places:** Initiating the dialogue between relevant players on the need for adequate access to high-speed internet and mobile phone networks in all places, and the need for a digital infrastructure with a low carbon footprint; Further improvement of the link between regional planning and the development of Trans-European Networks (TEN), as linking all places with major transport nodes supports international trade connections and local development opportunities.

In addition, the European Green Deal (European Commission, 2019)² presents a new growth strategy that aims to transform the EU into a fair and prosperous society, with a modern, resource-efficient and

¹<https://www.territorialagenda.eu/renewal-reader/draft-territorialagenda.html>

²<https://eur-lex.europa.eu/legal-content/RO/TXT/HTML/?uri=CELEX:52019DC0640&from=EN>

competitive economy where there are no net emissions of greenhouse gases in 2050 and where economic growth is decoupled from resource use. The proposals regarding the development of the county will be aligned with the different objectives of the Green Deal, which aim at:

- Increasing the EU's climate ambition for 2030 and 2050;
- Supplying clean, affordable and secure energy;
- Mobilising industry for a clean and circular economy;
- Building and renovating in an energy and resource efficient way;
- Accelerating the shift to sustainable and smart mobility;
- From 'Farm to Fork': designing a fair, healthy and environmentally-friendly food system;
- Preserving and restoring ecosystems and biodiversity;
- A zero pollution ambition for a toxic-free environment;
- Mobilising research and fostering innovation;
- Activating education and training.

The programs proposed under the strategy will need funding, of which a significant part can be accessed from European funds covering urban development, mobility, environment and rural development. Although the development of strategic documents/plans for sectoral measures post-2020 is ongoing at national level, the European Commission proposes the modernization of the cohesion policy, based on the following five investment priorities:

- **a Smarter Europe**, through innovation, digitization, economic transformation and supporting small and medium-sized enterprises;

- **a Greener Europe**, without carbon emissions, implementation of the Paris Agreement and investments in energy transition, energy from renewable sources and climate change fight;
- **a Connected Europe**, with strategic transport and digital networks;
- **a more Social Europe**, to implement the European Pillar of Social Rights and to support the quality of jobs, education, skills, social inclusion and equal access to the health system;
- **a Europe closer to its citizens**, by supporting locally driven development strategies and sustainable urban development in the EU.

In this context, the MEF proposals for the next financial exercise include the following operational programs:

- Sustainable Development Operational Program (PODD)
- Operational Transport Program (POT)
- Smart Growth and Digitization Operational Program (POCID)
- National Health Program (multi-fund) (PNS)
- Human Capital Operational Program (POCU)
- Helping Disadvantaged People Operational Program (POAD)
- Integrated Territorial Development Operational Program (multi-fund) (PODTI)
- Regional Operational Programs - implemented at the regional level (8 ROP)

- Technical Assistance Operational Program (multi fund) (POAT)

Nationally, the strategy is coordinated at the level of objectives and sectoral policies with the main planning documents developed at central and regional level:

- **the National Spatial Development Plan** - sections: (I) Transport networks, (II) Water, (III) Protected areas, (IV) Network of localities (2014), (V) Natural risk areas, (VI) Tourist areas;
- **Romania's Territorial Development Strategy** for 2035;
- **Sectoral strategies** covering key sectors of development such as human capital, connectivity infrastructure (General Transport Master Plan), economic competitiveness, capitalization of natural resources, administrative capacity, etc.;
- **the Sustainable Urban Mobility Plan 2016-2030 for the Bucharest-Ilfov Region;**
- **the Regional Development Plan, the Smart Specialization Strategy (RIS 3 BI), Ilfov County Spatial Plan** (documents in progress).

In addition, at county level, a number of sectoral strategies are being implemented (*the Master Plan for the Rehabilitation and Modernization of Water Supply and Sewerage Systems in the Ilfov County 2012-2042, the Strategy for the Development of Social Services 2018-2023, the Air Quality Maintenance Plan for Ilfov County 2018-2022, the Ilfov County strategy in the field of energy 2018-2025*), whose proposals will be considered in the compilation of the project portfolio by 2030, together with the projects proposed in the Local Development Strategies of the component TAUs.

1.2 Conclusions of the assessment of the current situation

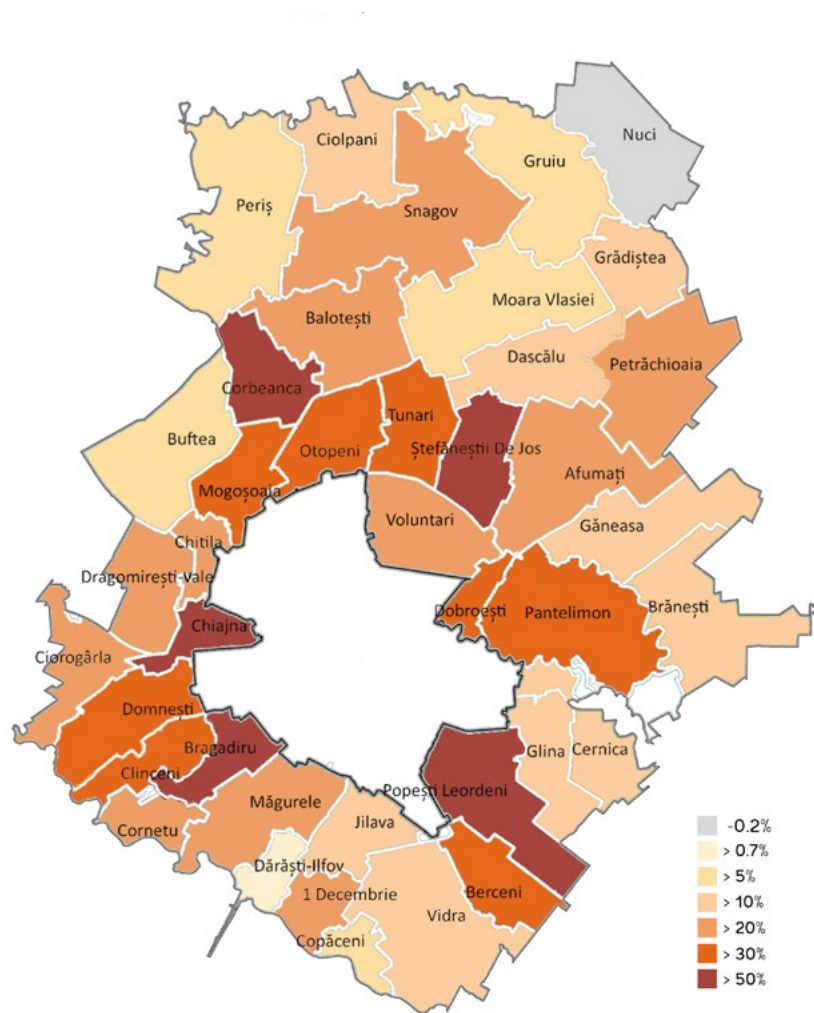
Ilfov County covers an area of 1,583 km² and is the 25th largest county in Romania in terms of number of inhabitants, according to the Population and Housing Census of 2011. Together with Bucharest, Ilfov County forms one of the most important capital regions of Europe, which concentrates over 2 million inhabitants and has the highest GDP per capita after the Bratislava, Prague and Budapest regions in 2017, respectively 129% of the EU average. The county houses large logistics centers, production units, some of the largest commercial units in Romania and one of the main European research facilities, ELI-NP Măgurele.

From administrative point of view, Ilfov county consists of 8 cities and 32 communes. The 8 cities make up 43% of the county's population. Ilfov is the only county in Romania without a municipality-residence, this role being replaced to some extent by Bucharest. The external regional context demonstrates the influence of economic activities on the neighboring territories and how they are related in the geographical area, along the main transport corridors (Bucharest-Pitești, Bucharest-Brașov, Bucharest-Constanța).

The following boxes identify a number of aspects of county development, based on the conclusions of the assessment of the current situation in the key sectors: A. Demographic Structure and Human Capital; B. Economy; C. Housing; D. Connectivity; E. Environment and Biodiversity; F. Administrative Capacity.

A. DEMOGRAPHIC STRUCTURE AND HUMAN CAPITAL

FIGURE 1.
Population growth in the interval 2007-2019

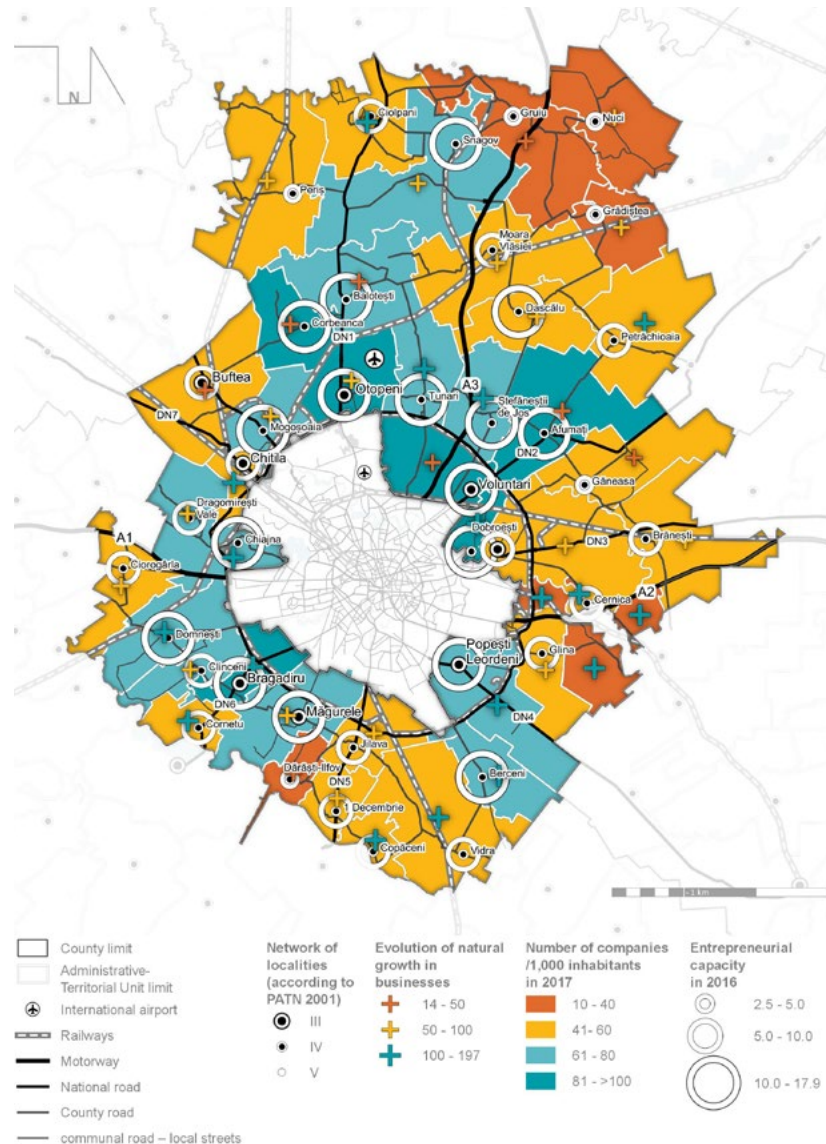


Key aspects of development

- **The population in Ilfov county has grown steadily under the influence of the suburbanization phenomenon.** In 39 of the 40 territorial administrative units in Ilfov county, the population number increased between 2007-2019. Under the influence of the suburbanization phenomenon, the largest increases took place in the first crown of surrounding localities of the municipality of Bucharest, as well as in the communes between the A1 and A3 motorways, along DN1.
- **In the period 2007-2019, the structural changes of the age groups in Ilfov County were positive.** Ilfov County has no shortage of human capital, benefiting from a significant workforce, a higher percentage of children and a smaller percentage of the elderly compared to the national average.
- **New residents prefer to work and learn in Bucharest.** Ilfov County registered a percentage increase of population of about 4% as a result of the migratory movement only in 2018. The behavior of the new inhabitants of Ilfov county gravitates towards acquiring or building a house in the county and learning or working in the municipality of Bucharest.
- **The infrastructure of pre-university education in Ilfov county ensures a good service, for all levels of education.** The pre-university education infrastructure in Ilfov county includes educational units for all levels of education, these being complemented by a series of related facilities, which provide opportunities for extracurricular activities. Each commune in Ilfov county is served by at least one public education endowment. However, the existing capacity is increasingly loaded due to the increase in the number of students due to demographic changes.
- **The health infrastructure in Ilfov benefits from facilities of county and local importance,** but it is not comprehensive enough to serve the large number of inhabitants. Each TAU benefits from at least one family medical practice, 40/40 TAUs have dental offices, 40/40 TAUs have pharmacies on their territory, and 26 TAUs also benefit from specialized medical offices. On the other hand, for the moment, there are only 3 beds in the hospital and less than one doctor (0.4) per 1,000 inhabitants.
- **The public social assistance system is poorly developed in comparison with the existing needs and the number of beneficiaries.** The number of children in social protection systems doubled between 2012-2018. The children in the placement centers benefit only from accommodation and meals because there are no integrated services that will prepare them for becoming independent adults. At the same time, the social system dedicated to people with disabilities currently offers only supervision, meals and personal hygiene, lacking the recovery services dedicated to people with disabilities.

B. ECONOMY

FIGURE 2.
Business development and entrepreneurial capacity in Ilfov County

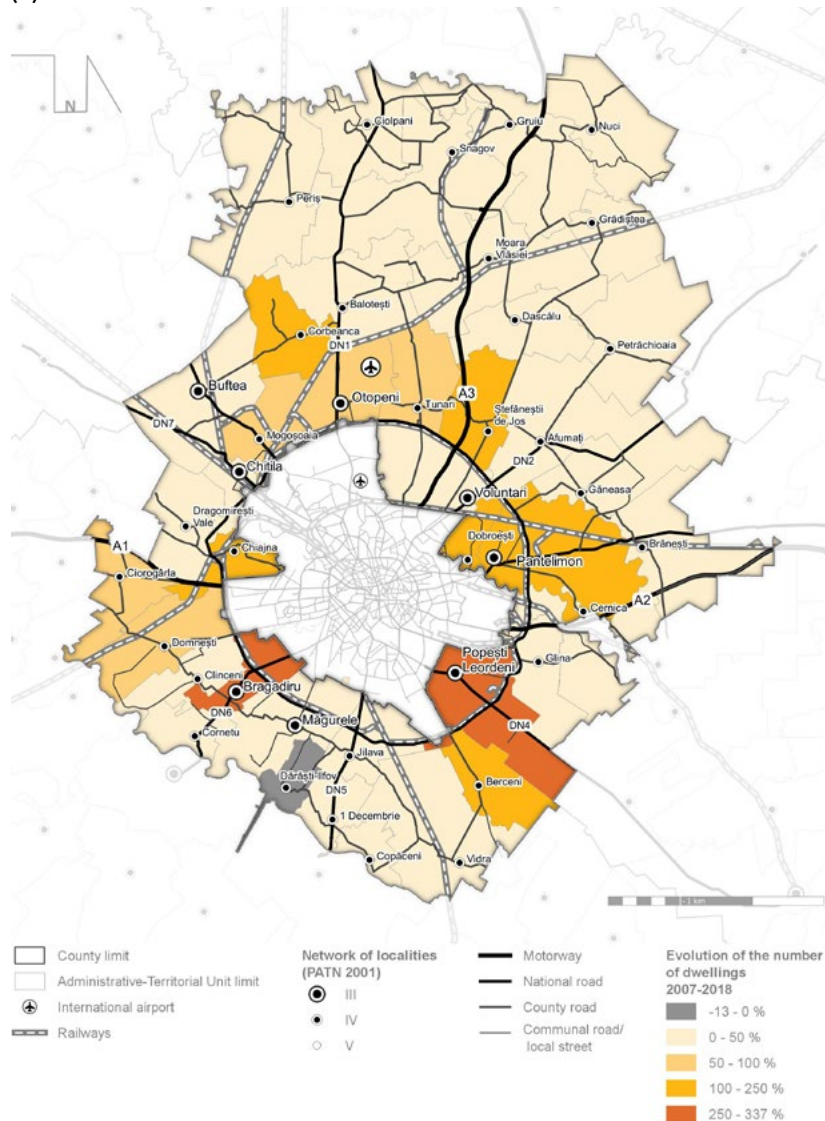


Key aspects of development

- **The economic development in Ilfov county is strongly influenced by the belonging to the functional urban area of Bucharest.** This area concentrates a stable population of over 2.7 million inhabitants (of which about 1.5 million employed population) and attracts the highest percentage of commuters in the country - over 330.000 commuters from 7 counties (Călărași, Dâmbovița, Giurgiu, Ialomița, Ilfov, Prahova, Teleorman). FUA is characterized by high population mobility and increased internal migration, depending on the opportunities offered by the labor market.
- **There is a tendency to specialize in the areas of knowledge-intensive services, but there is also a tendency to revive the manufacturing industry.** Beyond the dominant economic activities at the level of the number of employees, the number of active enterprises and the turnover (trade, manufacturing), we note a number of emerging or traditional economic activities with high added value (air transport, research and development activities and services in information technology)
- **Ilfov county leads in the national ranking of research-development-innovation activities.** From the point of view of the indicators related to the development of RDI activities and the potential for innovation, the county is ranked second nationally (after the municipality of Bucharest) and hosts the most important fundamental research pole in physics at national level.
- **Ifov County has the lowest unemployment rate in Romania.** This indicator also indicates a potential shortage of labor force and a limited ability to meet the needs of current and future employers, in the event of attracting new investments.
- **At the territorial level, the northern area of the county is still the most developed and most economically attractive.** The analysis of the main economic indicators at the level of the component localities of Ilfov county highlights, first of all, the economic development in the northern area, with the highest values in Voluntari and Otopeni, but also in the south, where a number of emergent localities that have developed in recent years have been observed (Popești-Leordeni, but also Berceni, Chitila).
- **The tourism sector has a small contribution to the county's economy.** Despite the rich capital of resources and a developed accommodation infrastructure, the tourist performance has experienced a downward trend in recent years, registering an average length of stay of less than 2 days and an index of accommodation capacity utilization of about 30% in 2019. This indicates a predominance of short-term tourism and an under-utilization of existing accommodation capacity, which also determines the low values of economic indicators.

C. HOUSING

FIGURE 3.
Evolution of the number of dwellings in Ilfov County during the period 2007-2018 (%)

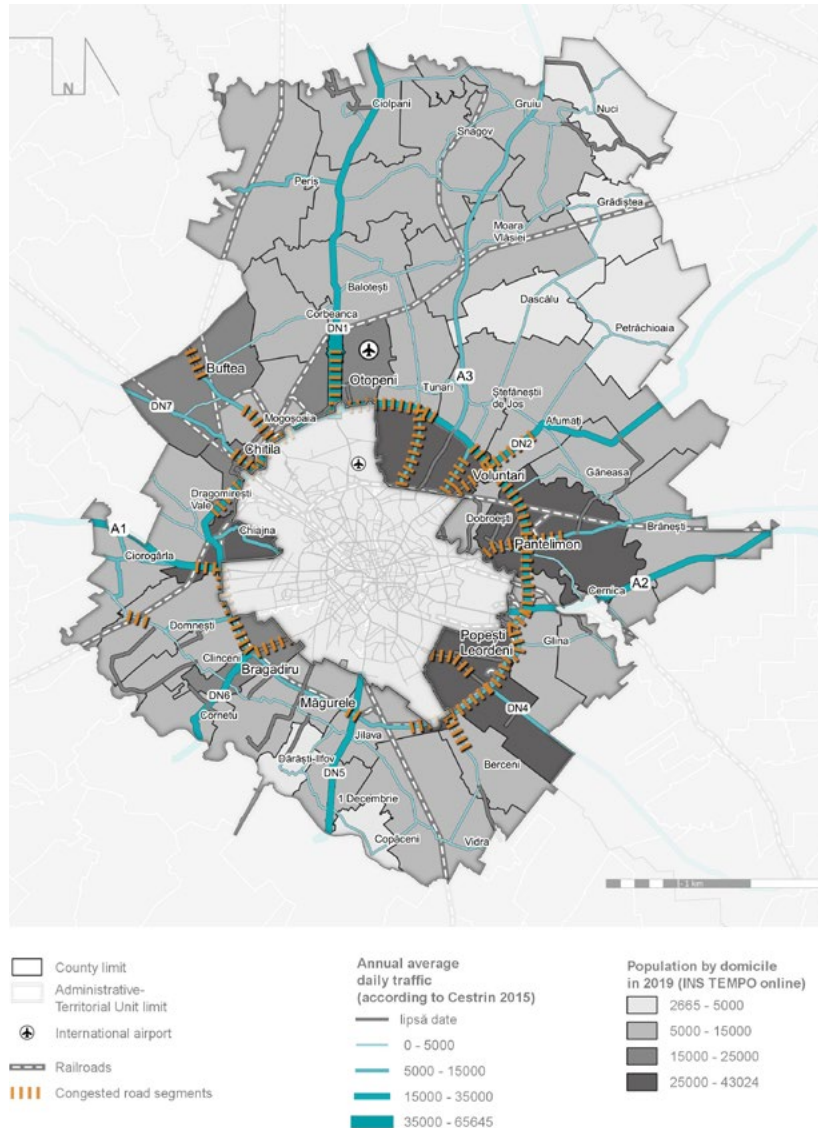


Key aspects of development

- **The quality and cost of housing is higher in the northern area than in the south.** Residential developments in the north are characterized mainly by privileged dwellings on large plots, over 500 sqm, or apartments with more than 4 rooms. Access to a wide variety of jobs, facilities and natural environment elements is easier in the peri-urban area of the north of the county. The cost of a 3-4 room house starts from 50,000 Euro in the south, while in the north, the lowest price starts on an average of 100,000 Euro.
- **The urban expansion from Bucharest to Ilfov county was largely uncontrolled.** A number of recent real estate developments have been carried out without proper sizing of traffic, public services and utilities, which has compromised the development opportunities of some localities in the medium and long term.
- **The problems related to the coverage with the urban networks are concentrated in the northeast and south areas.** Although in the last decade there has been remarkable progress in ensuring public utilities, there are still malfunctions, especially in the northeast area: lack of public utilities in Nuci and Petrăchioaia communes, lack of water infrastructure and sewerage in Dascălu, Grădiștea and Găneasa communes, lack of water supply networks in Moara Vlăsiei commune and lack of sewerage networks in Ciolpani commune. And the southern area of the county has dysfunctions regarding the coverage of water networks (Jilava), sewage (Dărăști-Ilfov, December 1, Copăceni, Berceni) or natural gas (Dărăști-Ilfov). Also, despite the important extensions of the technical-urban networks in the areas with significant urban expansion (the cities of Bragadiru, Voluntari, Pantelimon), there are still areas where the development of public utilities has not kept pace with the residential development (Chiajna, Corbeanca, Tunari).
- **Serving most of the TAUs in Ilfov county with basic cultural facilities - libraries and cultural homes or cultural houses is satisfactory.** There is also a diverse range of local public and private cultural actors involved in the county's cultural life, but there is no annual / multi-year cultural agenda, which includes local and flag-raising events, of regional, national or international interest.
- **The valuable resources of natural, built and immaterial heritage support the development of the cultural, tourist and leisure offer.** Ilfov County benefits from the presence of over 700 historical monuments and numerous intangible heritage elements, which shape the county's identity. The leisure offer is diversified, consisting of numerous amusement parks, wellness and relaxation facilities, horse riding, karting, parachuting, or golf courses, to which a number of facilities for practicing sports are added.

D. CONNECTIVITY

FIGURE 4.
Traffic volumes and congested areas in Ilfov County (2015)

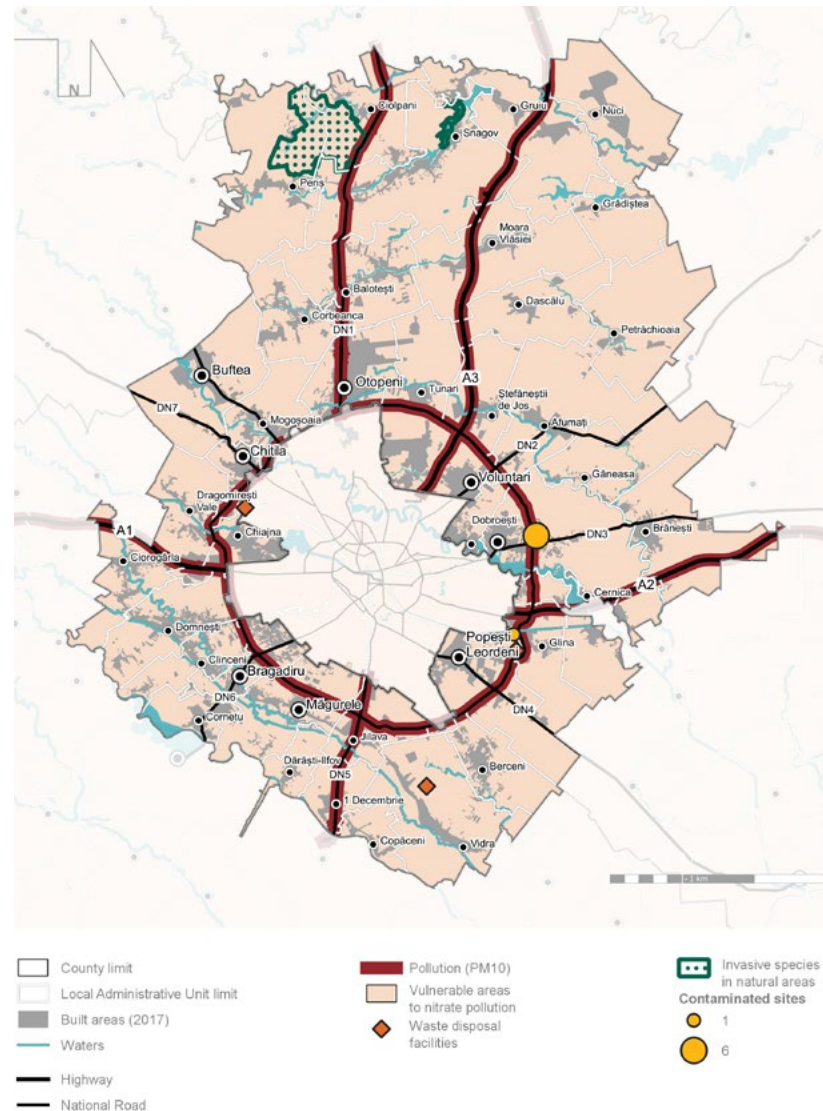


Key aspects of development

- **Ilfov County is well connected to the region.** Through the A1, A2 and A3 highways, Ilfov county benefits from optimal connections with the nearby urban centers (Ploiești, Pitești or Constanța). The relations with these urban centers are also supported by railways. Henri Coandă International Airport remains the main gateway to the region from the West. Moreover, the launch of low-cost flights on national routes makes the airport an important connection point with important urban centers, such as Timișoara, Cluj Napoca or Iași.
- **The Bucharest ring road is the main non-functional link in the road network.** Although Ilfov County has optimal connections compared to the rest of the country, in terms of road transport infrastructure, the main impediment to the functioning of the network remains the Capital ring road. The reduced transport capacity on the southern side of the ring and the high number of intersections at the same level with national or county roads make the traffic that crosses Ilfov County much more difficult.
- **All entrances to Bucharest from Ilfov are blocked during peak hours.** The high number of commuters, together with the sharp increase of the motorization index in Ilfov county (159% between 2007-2018) make the transport demand to Bucharest unable to be supported by the road network. The main congestion areas are generated by the intersection of the main radials that converge to Bucharest with the ring road.
- **The suburbanization process is not accompanied by a proper planning of the road plot.** The main expansion areas of the first crown of localities around Bucharest are served by an underdeveloped and unarchived street plot. Thus, it will be necessary for new connections to be made between Bucharest and suburban developments, as well as for a hierarchy of the road plot within the new developments.
- **Most of the national and county roads are in good condition.** The road infrastructure at the level of Ilfov county benefits from a predominantly good quality. Highways, national roads and most of the county roads are in an optimum state and only secondary or local roads require modernization work. The main problems regarding the quality of the road infrastructure are found in the areas of expansion characterized by oversized traffic, often gravel or dirt.
- **The railway infrastructure provides good connections with the urban centers, but not with the localities in the Ilfov county territory.** On the north, east and west directions there are easy rail connections between Ilfov County and the large urban centers in the immediate vicinity. However, of the total number of railways crossing the county, 30% are not operational. Thus, in order to capitalize on the railway network, it is particularly necessary to revitalize the capital's end station system, especially for improving commuting conditions.
- **There are points where the county and local public transport meet, but none work as an intermodal node.** It is noted that there are an increased number of transfer points that ensure the connection between Bucharest and Ilfov county, these being concentrated in the northwestern area of the Capital. Although they have potential, they do not currently function as intermodal nodes.

E. ENVIRONMENT AND BIODIVERSITY

FIGURE 5.
Sources of environmental degradation in Ilfov County

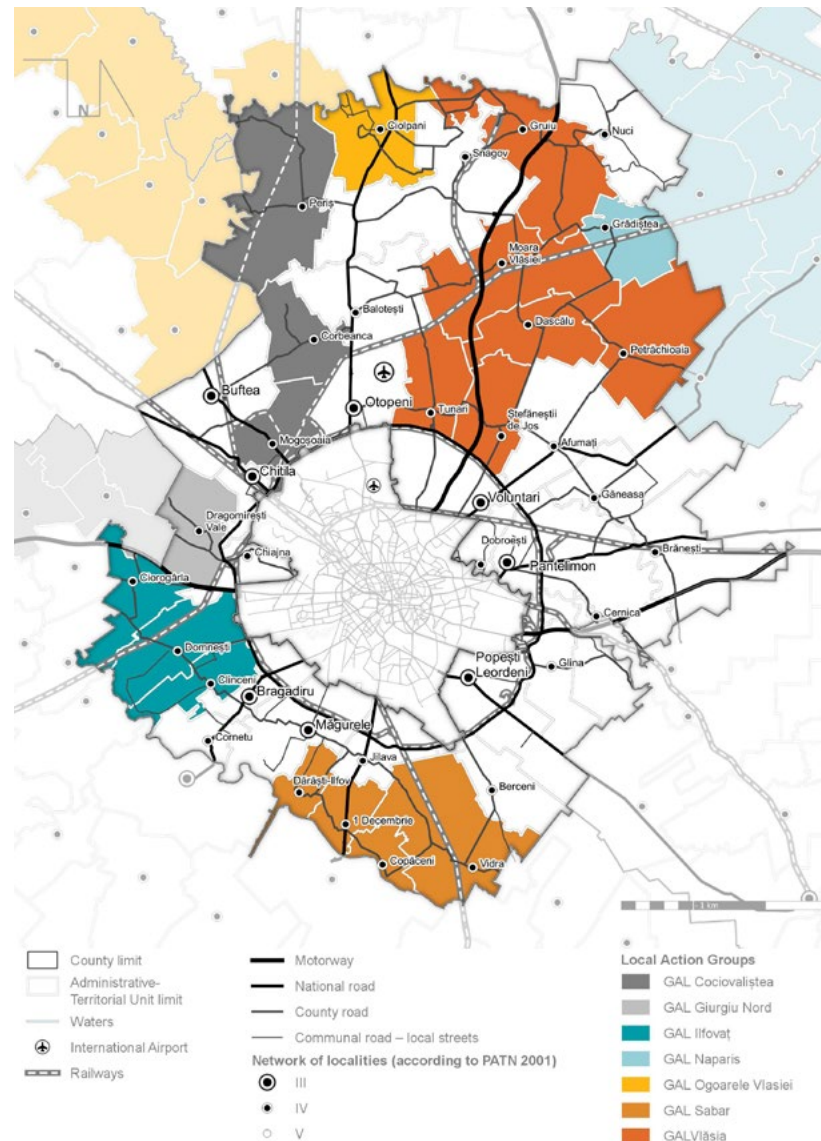


Key aspects of development

- The natural environment is favorable for the development of economic activities and human settlements,** by locating the county in an area with relatively flat relief (Romanian Plain), with low slopes and fragmentation, with important water resources (both in terms of surface waters, on which are made important hydrotechnical works, as well as in the groundwater), with a favorable climate, temperate-continental type and with fertile soils suitable for the development of agriculture.
- Water bodies, forests and protected natural areas increase the territorial attractiveness of the county.** In an increasingly anthropic county territory as a result of the extension of the built-up areas, the existing water bodies (Snagov, Căldărușani, Scroviștea, Buftea, Pantelimon, Cernica lakes) and the forests in the north and east are becoming more and more valuable and attractive for the population from the county and from the municipality of Bucharest. Another potential element is the protected natural areas in the north and east of the county: 3 areas of national interest (natural reserves) and 5 areas of community interest (3 SCI, 2 SPA), the latter occupying about 8.5% of the county surface.
- The quality of environmental factors has improved in recent years, but problems with particulate matter and nitrate pollution must be reduced.** The main source of air quality degradation is road traffic, with the highest concentrations occurring at PM10 pollutants (especially along main roads: A1, A2, A3, DN1, DN5) and NO₂ and NO_x. Regarding water quality, despite reducing the pressure of the sources of household degradation due to the increase of the population connected to sewage systems, the use of chemical fertilizers in agriculture remains an important problem. Moreover, the entire county is considered to be an area vulnerable to nitrate pollution from agricultural sources.
- Soil pollution is caused by the excessive use of chemicals in agriculture and by waste storage.** Another source of soil pollution is landfill, the main point sources of soil degradation being the two landfills in the southern part of the county (Glina, Vidra) and the 7 potentially contaminated sites in the cities Pantelimon (6 sites) and Popești-Leordeni.
- Almost half of the TAUs in the county are at risk of flooding.** Of the 40 TAUs in the county, 19 comprise on their territory areas with potentially significant flood risk - in the Argeș-Sabar meadow and on the valleys of the Colentina and Ialomița rivers.

F. ADMINISTRATIVE CAPACITY

FIGURE 6.
Local Action Groups in Ilfov County



Key aspects of development

- The capacity to attract non-reimbursable funds is determined by the characteristics of the Bucharest-Ilfov Development Region.** At national level, for the last 4 years for which data are available, Ilfov County is ranked 9th in terms of the amounts drawn from EU funds compared to other counties in the country, with a total amount of 841,651,939.8 lei, which includes both financing related to the budget programming period 2007-2013, as well as funds related to the 2014-2020 cycle. However, it should be mentioned that Ilfov County, together with the Bucharest city, has entered among the developed regions of the European Union starting with the programming period 2014-2020. Therefore, the co-financing rate for the submitted projects is reduced in comparison with the other counties in the country.
- The staff in the field of developing and implementing projects financed from non-reimbursable funds has significant expertise.** Most projects were submitted and implemented through the Regional Operational Programs, both in the budget programming cycle 2007-2013 and in the 2014-2020 period, with more than 20 projects submitted / implemented. On the second place are the programs of cross-border cooperation Interreg, then those in the field of rural development.
- The budget revenues of the last 3 years have been fluctuating.** Total revenues fluctuated between 2015 and 2018, registering an increase of 17% in 2016 compared to 2015, and in 2017 a decrease of 10% compared to 2016, followed by a new decrease of 8 percent in 2018 compared to the previous year. For the most part, this situation was caused by the decrease in revenues from the amounts related to actions financed from non-reimbursable funds.
- The territorial partnership includes associative forms such as Inter-Community Development Associations and Local Action Groups.** They have both strategic character, aiming at addressing common problems at the territorial or sectoral level in the partner communities, as well as the operational character, for the elaboration and implementation of joint projects, financed mainly by non-reimbursable funds. At the level of collaboration between Ilfov CC and Bucharest City, there is the Intercommunity Development Association Bucharest Metropolitan Area, the IDA for Public Transport Bucharest-Ilfov, the Thermo-energetic Bucharest-Ilfov IDA.

Summary

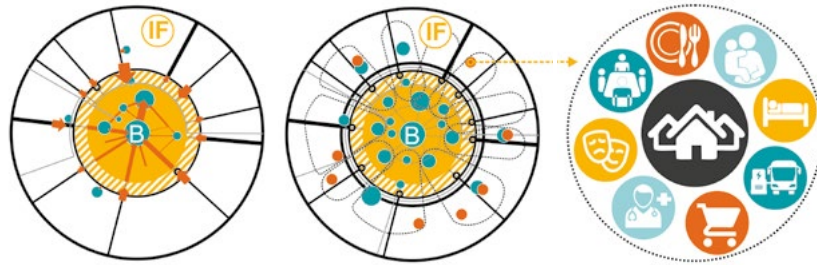
2. Vision, objectives, development policies and programs

2.1 Development spatial model

The conceptual model of spatial development starts from the current configuration of the territory and the existence of centers that concentrate residential and logistical functions in the area of the Bucharest belt. The location of the city of Bucharest right in the center of Ilfov county represents a major challenge, as concrete measures are needed to reduce the travel needs to Bucharest - these needs are mainly related to access to services (health, education), but especially to the access to a working place. The biggest traffic problems occur especially at the inflection points, being concentrated on the inputs / outputs from the county and from the municipality.

FIGURE 7.
Conceptual development model

Source: World Bank, 2020



The conceptual development model proposes the development of a set of secondary centers adjacent to the existing and extended ring road to the metropolitan belt (space well delimited by the infrastructure and which will represent the site of maximum interest for future developments, as a result of the newly created connections). These new centers will have an important functional role in servicing the large residential neighborhoods developed in recent years and will support economic development by creating location opportunities for businesses. The newly proposed centers consolidate polarization areas, such as Măgurele, Mogoșoaia-Buftea, Moara Vlăsiei, Brănești-Cernica, Berceni-Popești-Leordeni.

Major road infrastructure - the metropolitan belt will play a defining role in the development of the county territory in the long term, but additional projects such as the development / revitalization of the railroad belt, as a sustainable mode of transport between the new proposed centers will be needed. In addition, transfer parks and intermodal nodes located by major transport directions (nodes including car / bicycle parking stations, electric vehicle charging station, public transport station, etc.) must be made to allow traffic flow within the county, but and in relation to the access points in and from Bucharest.

The proposed functions for these new centers are community-based, having the essential amenities to ensure a good quality of life for residents (meeting spaces, shopping points, medical centres,

afterschool, public transport station, library, cultural and recreational areas, public food etc.) and which, by meeting their main needs, contributes to reducing the number of trips.

The development vision of Ilfov County originates from the specific identity of an urban-rural territorial composition, located in the surrounding territory of the capital city and which projects its position on the international market up to 2030. The vision is based on the demand and expectations of the population, the business sector and the visitors, as they were identified based on the questionnaire applied to the population and following the consultations dedicated to the three mentioned target groups.

2.2 The 2030 vision

Both the analysis at the beginning of 2020, as well as the analysis of the regional and international context lead to a **competitive approach of the county**, in view of the role that it can play, together with the municipality of Bucharest, in the global competition. The arguments supporting this approach are the following:

- Any strategy within the Bucharest-Ilfov region can only be elaborated in the context of an inevitable strategic approach on a territorial scale, and this approach not only cannot be made unidirectionally from the Capital city, but it also needs both perspectives: the horizontal one - of the bordering and close neighbors, and the vertical one - of higher administrative levels. Also, any county development planning initiative is definitely influenced by the Capital's ability to play an influential role in the development of the territory to which it belongs.
- The development of the Capital cannot be designed/ planned without the resources of Ilfov County (land, natural environment, labor force, etc.) and without transiting this territory with transport infrastructure. The first ring of localities around Bucharest practically covers the demand for some functions, meeting territorial development needs which cannot be met within Bucharest territorial boundaries.

- The economic performances of Ilfov County, as well as those of the Bucharest-Ilfov Development Region (GDP/capita, etc.) depend to an overwhelming extent on the attractiveness of Bucharest for business, given its geo-strategic position and capital status. Companies located 60 minutes away from the center generate approx. 50% of the total revenues of companies at national level.
- Overall, the Bucharest-Ilfov Region represents the most significant demographic mass of an urban agglomeration in Romania. This is characterized by a slightly increasing trend in the county population, as well as by a permanent two-way movement between the capital and the rest of the TAUs on the house-work route, but also for education, health, shopping, recreation, entertainment purposes.

2030 Vision:

Ilfov County: an area of dialogue and smart polarization, a competitive, sustainable and inclusive county

Ilfov County is a territory that is re-inventing itself economically and is re-configuring itself socially and spatially, adapting to the global challenges, becoming, through the supply of location factors and services, a credible partner, open towards achieving a viable and competitive economic fabric, a quality living environment and an attractive natural environment.

As an area of dialogue, the development vision starts from the premise that the county will have to meet a growing and constantly changing demand coming from the main target groups (residents, private sector and visitors) and, consequently, it will be supported by a market-oriented approach for formulating strategic objectives and development policies³. This approach starts from two sets of questions:

³ Kotler, P., Asplund, C., Rein, I., Haider, D. (1999), Marketing Places Europe, Financial Times, Prentice Hall, U.K.

1. How do people live in Ilfov county and what do they want? How can their needs be met and how can their quality of life be improved?
2. How can Ilfov county become more economically competitive? What are the main localization factors that determine the location decision of the economic activities in the county? How can existing economic activities be expanded? How can new ones be attracted? How can local entrepreneurship be encouraged? How can Ilfov county attract more visitors?

The answers to these questions can be found in the complete set of strategic and specific objectives formulated below.

2.3 Strategic and specific development objectives

In accordance with the content of the vision and the market-oriented approach, two strategic objectives are formulated:

The 2030 VISION:

Ilfov County - an area of dialogue and smart polarization, a competitive, sustainable and inclusive county

STRATEGIC OBJECTIVES:

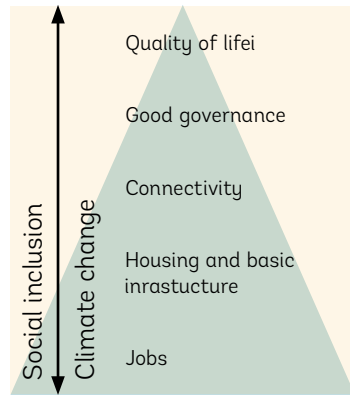
- | | |
|--|---|
| <p>I. Improvement of the inhabitants' quality of life</p> | <p>II. Increase of the attractiveness for economic activities and visitors</p> |
|--|---|

The formulation of (sectoral) specific objectives starts from the needs of the target groups, as identified in the Abraham Maslow's pyramid model that continues to be used in the social sciences for over 70 years. The citizens' and the private sector's pyramids of needs are summarized in the following table.

TABLE 1.
Target groups' pyramid of needs

CITIZENS' PYRAMID OF NEEDS

The needs of the existing citizens, or of those who can be attracted, are grouped into the following categories:



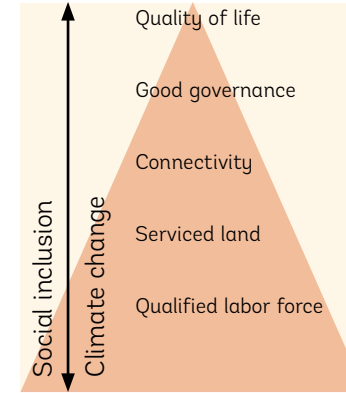
- Job opportunities
- Basic housing and infrastructure (public utilities), supported by quality education and health services, social services
- Connectivity - accessibility and mobility in the territory by different means of transport and means of communication
- Good governance and effective and efficient administration, providing high quality public services, effectively responding to local needs, maintaining open channels of communication and involving the population in the public interest decision.
- Quality of life - clean environment, attractive public spaces, good urban design, beautiful buildings, a thriving cultural life, entertainment opportunities, etc.

Cross-cutting aspects

- Social inclusion - issues related to the access of disadvantaged groups to jobs, public services and utilities and against poverty
- Climate change - control of pollution due to domestic consumers and greenhouse gas emissions

PRIVATE SECTOR'S PYRAMID OF NEEDS

The needs of businessmen/ representatives of private companies can be grouped into the following categories:



- Qualified workforce - human resource availability, education and qualification level
- Land, office space and basic infrastructure, information on the real estate market, decommissioned industrial land/unexploited land
- Connectivity - well-developed local and regional infrastructure to facilitate commuting and access to markets (modernized highway network, good airport, rail, and naval infrastructures, as well as the availability of an ICT infrastructure).

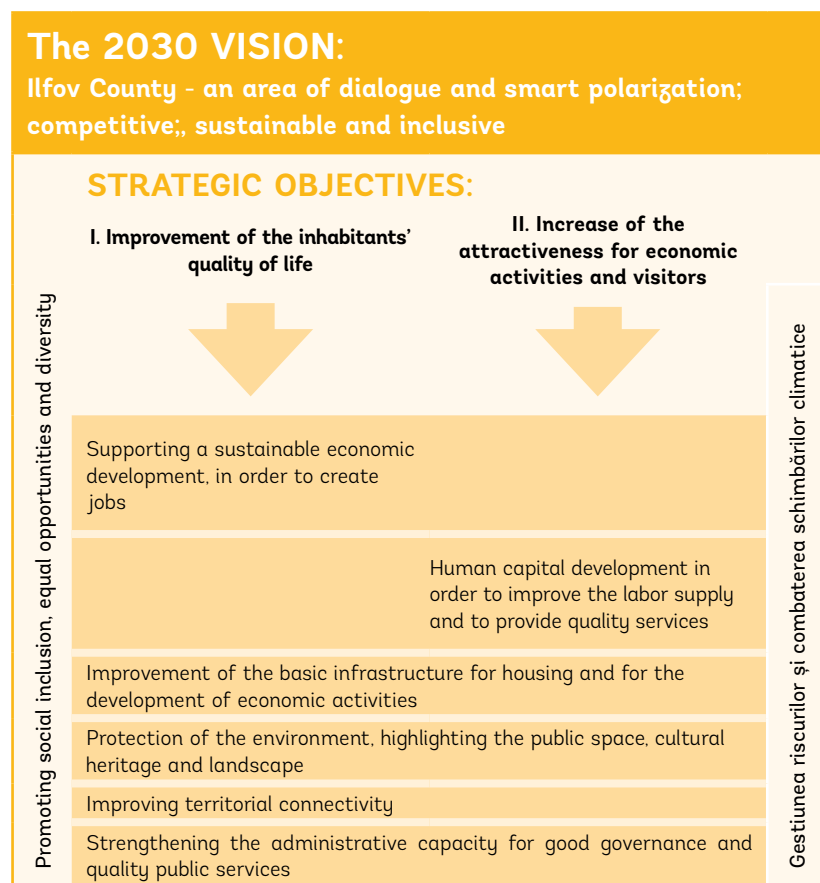
- Good governance and effective and efficient administration, providing quality public services, clear regulations and timely issued building permits, appropriate fiscal policies.
- Quality of life - clean environment, attractive public spaces, good urban design, beautiful buildings, a thriving cultural life, entertainment opportunities, etc.

Cross-cutting aspects

- Social inclusion - aspects related to the access of disadvantaged groups to jobs and to stimulate economic activities in marginalized areas, or in poorer localities.
- Climate change - control of industrial pollution and greenhouse gas emissions

The development strategy aims to respond to each need identified by a specific objective, which will subsequently lead to a series of sectoral policies addressed to the problems and opportunities resulting from the analysis. Distinct cross-cutting objectives will also address the social inclusion and climate change specific issues (see table 2). For the implementation of each sectoral policy, programs and projects are identified. The programs group a category of projects that target similar objectives and focus on coordinating them in time and space, to maximize the benefits.

TABLE 2.
Specific objectives integrating scheme



The aim of the development strategy is the proposal and territorial organization of an integrated package of sectoral objectives and policies, logically supported by programs and projects necessary to solve the priority problems and to reach the social, territorial cohesion and to increase the economic competitiveness of the county. The diagram of the coordination of policies and programs with the strategic objectives and the specific and cross-cutting development objectives is presented in the matrix below.

2.4 Matrix for the coordination of policies and programs with the strategic and specific/cross-cutting objectives

The 2030 VISION:
Ilfov County - an area of dialogue and smart polarization; a competitive, sustainable and inclusive county

STRATEGIC OBJECTIVES:

- I. Improvement of the inhabitants' quality of life**
- II. Increase of the attractiveness for economic activities and visitors**

SPECIFIC OBJECTIVES	POLICIES	PROGRAMS
SO1. Supporting a sustainable economic development and entrepreneurship, in order to create jobs	1.1. Development of the business and innovation infrastructure	· Establishment of industrial, technological and logistic parks
		· Development of research - innovation infrastructure
	1.2. Supporting SMEs in high value-added sectors and encouraging entrepreneurship	· Development of business centers / incubators and business transfer support structures
		· Promotion of the county as business destination
1.3. Capitalization for economic purpose of tourism resources and the development of support infrastructure for this sector	· Offering information services and entrepreneurial advice	
	· Support for technological transfer	
1.4. Increase of the competitiveness of agri-food producers	· Development of infrastructure and support services for tourism activities	
	· Promotion of the county as a tourist destination	
		· Development of support infrastructure for the agri-food sector
		· Support for entrepreneurship in local and organic production
		· Rehabilitation of agri-food markets

SPECIFIC OBJECTIVES	POLICIES	PROGRAMS
S02. Development of the human capital in order to improve the labor supply by ensuring the access of citizens to public services	2.1. Rehabilitation and extension of the educational infrastructure	<ul style="list-style-type: none"> · Rehabilitation / upgrades / extension / equipping / building of schools · Rehabilitation / upgrades / extension / equipping / building of nurseries and kindergartens · Rehabilitation / upgrades / extension / equipping / building of technological and vocational high schools · Investments in the university education infrastructure
	2.2. Adaption of the educational offer to the demands of the labor market, promoting continuing training and mobility of the workforce	<ul style="list-style-type: none"> · Development of infrastructure for dual education · Support for adult lifelong learning programs · Continuous training of teaching staff · Attracting workforce and professional orientation of young people
	2.3. Rehabilitation and extension of the health infrastructure	<ul style="list-style-type: none"> · Rehabilitation / upgrade / equipping / building of communal clinics · Construction / rehabilitation of outpatient healthcare facilities · Rehabilitation / upgrade / equipping of hospital units · Support for private investment initiatives in the field of health
	2.4. Rehabilitation and extension of social infrastructure	<ul style="list-style-type: none"> · Rehabilitation/modernization/endowment/construction of social centers · Rehabilitation/modernization/endowment/construction of social and necessity housing

SPECIFIC OBJECTIVES	POLICIES	PROGRAMS
S03. Improvement of the basic infrastructure for housing and for the development of economic activities	3.1. Expansion of water supply and sewerage systems	<ul style="list-style-type: none"> · Rehabilitation and expansion of water supply networks, including securing drinking water sources · Rehabilitation and extension of sewerage networks, including wastewater treatment plants
	3.2. Improvement of energy supply and communication systems	<ul style="list-style-type: none"> · Upgrade, expansion and increase of the energy efficiency of public lighting networks · Upgrade of thermal energy supply systems in a centralized system · Expansion and upgrade of natural gas distribution networks · Expansion and upgrade of power distribution systems · Development of ITC infrastructure
	3.3. Waste management	<ul style="list-style-type: none"> · Implementation of integrated management of household waste · Proper management of non-household waste (including construction waste, hazardous waste, etc.)
S04. Protection of the environment, highlighting the public space, cultural heritage and landscape	4.1 Rehabilitation of the public space (squares and green spaces)	<ul style="list-style-type: none"> · Public space development - public markets, squares, pedestrian areas, spaces between apartment buildings and playgrounds · Arrangement of parks and green spaces · Ensuring the safety of citizens in public spaces
	4.2. Protection and sustainable capitalization of the cultural heritage	<ul style="list-style-type: none"> · Revitalization of the built heritage · Capitalization of the intangible cultural heritage
	4.3. Environmental protection and biodiversity preservation	<ul style="list-style-type: none"> · Protection and sustainable use of protected natural areas · Monitoring the quality of environmental factors (noise, air, water, soil) · Development of green-blue infrastructure · Environmental education and information

SPECIFIC OBJECTIVES	POLICIES	PROGRAMS
SO4. Protection of the environment, highlighting the public space, cultural heritage and landscape	4.4. Development of cultural, sports and recreation/leisure offer	<ul style="list-style-type: none"> · Construction / rehabilitation / upgrade / equipping of cultural centers, libraries, museums · Development of the cultural agenda of Ilfov County · Building and upgrade of sports facilities and gyms · Building recreation and leisure areas
SO5. Improving territorial connectivity	5.1. Increasing accessibility at national and global levels	<ul style="list-style-type: none"> · Upgrade and extension of roads of national interest · Construction of passages and road nodes · Construction of bypasses · Expansion and upgrade of the Henri Coandă Airport · Development of the infrastructure for freight transport
	5.2. Optimization and completion of the secondary road network	<ul style="list-style-type: none"> · Upgrades of county roads (including bridges and secondary passages) · Reconfiguration/consolidation of road traffic in the expansion areas · Upgrade of local/communal roads
	5.3. Development of metropolitan transport (including mass / public and modal shift)	<ul style="list-style-type: none"> · Revitalizing regional and metropolitan rail transport · Extension of the subway network · Optimizing/increasing the attractiveness of the metropolitan public transport · Development of intermodality at the metropolitan level

SPECIFIC OBJECTIVES	POLICIES	PROGRAMS
SO5. Improving territorial connectivity	5.4. Increasing the attractiveness and viability of „green” means of transport	<ul style="list-style-type: none"> · Development of corridors for non-motorized travel in the first line of localities · Development of cycling routes, to be used also for commuting · Shaping a network of EV charging stations · Promotion of non-motorized means of transport
	5.5. Increasing traffic safety	<ul style="list-style-type: none"> · Reconfiguration of intersections with frequent road accidents · Road safety courses
SO6. Strengthening the administrative capacity for good governance, quality public services and metropolitan cooperation	6.1. Strengthening the administrative capacity	<ul style="list-style-type: none"> · Increasing territorial cooperation, at metropolitan level, external cooperation, exchanges of good practices with other administrations · Human resources development in administration · Communication and decision-making transparency / informatization · Rehabilitation / construction of town halls and public buildings
	6.2. Improving territorial development management and investment coordination	<ul style="list-style-type: none"> · Improvement of tools for participatory strategic planning and development control · Monitoring of development projects

SPECIFIC OBJECTIVES	POLICIES	PROGRAMS
CO7. Promoting social inclusion, equal opportunities and diversity	7.1. Combating discrimination against vulnerable groups	<ul style="list-style-type: none"> · Assistance for victims of domestic violence; · Increasing access to goods and services for people with disabilities
	7.2. Regeneration of disadvantaged communities	<ul style="list-style-type: none"> · Integrated approach to areas affected by poverty · Integrated assistance for ethnic communities (Roma, migrant / refugee communities)
CO8. Risk management and climate change mitigation	8.1. Reduction of CO2 emissions and sustainable use of renewable energy resources	<ul style="list-style-type: none"> · Monitoring of CO2 emissions · Capitalizing on geothermal energy resources and other renewable energy sources · Energy efficiency of public and private buildings
	8.2. Risk and emergency management	<ul style="list-style-type: none"> · Development of sector plans for risk management · Protection works against natural hazards · Rehabilitation of buildings and infrastructure at seismic risk · Increasing the intervention capacity for emergencies

ILFOV COUNTY DEVELOPMENT STRATEGY 2020-2030

Summary

3. Projects portfolio

For all the categories of policies and programs, a long list of projects was elaborated, based on the proposals of the Ilfov County Council and the local public administrations in the county (through the answers received at the CC addresses), as well as on the proposals of the experts resulting from the needs analysis. This list has been subjected to a prioritization process that aims to obtain a portfolio of priority projects, which can be implemented for the duration of the strategy and are financially sustainable.

This means a list of priority projects for each TAU, the estimated value of which should be approximately equal to its operational budget and which is presented in the following table. The estimation of the total operational budget and the total operational budget for capital expenditures, for the period 2021-2030 was made by the World Bank, based on a methodology that takes into account the annual operational budgets of the TAUs from 2008-2019 and the budgetary forecasts for the period 2020-2030.

TABLE 3.
Estimated value of the operational budget for the period 2021-2030

	SIRUTA	TAU	Investment Budget 2021-2030 (Euro)	Investment Budget 2021-2030 (RON)
	234	Ilfov County	136,966,895	650,592,751
	UAT componente:			
1	179221	BRAGADIRU	32,083,628.49	152,397,235.33
2	100576	BUFTEA	42,094,262.95	199,947,748.99
3	179285	CHITILA	24,547,529.28	116,600,764.10
4	179409	MĂGURELE	22,281,398.23	105,836,641.57
5	179481	OTOPENI	96,544,901.28	458,588,281.09
6	179515	PANTELIMON	38,815,677.64	184,374,468.79
7	179533	POPEȘTI LEORDENI	49,043,400.77	232,956,153.68
8	179551	VOLUNTARI	138,568,832.98	658,201,956.68
9	102543	1 DECEMBRIE	11,821,055.26	56,150,012.48
10	100834	AFUMAȚI	18,962,660.48	90,072,637.27
11	100969	BALOTEȘTI	19,630,565.82	93,245,187.67
12	101145	BERCENI	7,552,856.52	35,876,068.49
13	101298	BRĂNEȘTI	16,053,028.20	76,251,883.96
14	101742	CERNICA	13,018,468.73	61,837,726.48
15	179249	CHIAJNA	45,977,124.62	218,391,341.95
16	101902	CIOLPANI	7,925,540.63	37,646,317.98
17	101957	CIOROGĂRLA	8,436,814.27	40,074,867.78
18	102035	CLINCENI	14,418,238.47	68,486,632.73
19	179588	COPĂCENI	5,067,010.41	24,068,299.45
20	102160	CORBEANCA	12,685,477.94	60,256,020.21

	SIRUTA	TAU	Investment Budget 2021-2030 (Euro)	Investment Budget 2021-2030 (RON)
	234	Ilfov County	136,966,895	650,592,751
	UAT componente:			
21	102213	CORNETU	7,698,343.50	36,567,131.65
22	102525	DĂRĂȘTI	3,877,588.30	18,418,544.43
23	102473	DASCĂLU	6,188,172.00	29,393,817.00
24	179310	DOBROEȘTI	14,692,426.50	69,789,025.85
25	102570	DOMNEȘTI	12,920,105.08	61,370,499.11
26	102605	DRAGOMIREȘTI	23,115,219.38	109,797,292.05
27	103130	GĂNEASA	6,493,829.09	30,845,688.16
28	179347	GLINA	9,572,234.51	45,468,113.94
29	103443	GRĂDIȘTEA	4,043,712.38	19,207,633.79
30	103513	GRUIU	9,224,011.33	43,814,053.8
31	179383	JILAVA	18,415,504.27	87,473,645.27
32	104243	MOARA VLĂSIEI	10,087,370.11	47,915,008.04
33	179463	MOGOȘOAIA	22,757,192.51	108,096,664.41
34	104421	NUCI	4,398,769.34	20,894,154.39
35	104546	PERIȘ	10,050,941.08	47,741,970.15
36	104582	PETRĂCHIOAIA	4,944,172.15	23,484,817.70
37	105160	SNAGOV	14,506,781.12	68,907,210.32
38	105419	ȘTEFĂNEȘTI	14,949,628.19	71,010,733.91
39	105570	TUNARI	14,796,900.98	70,285,279.65
40	105936	VIDRA	8,435,850.98	40,070,292.15

Source: World Bank, 2019

The prioritization methodology, proposed by the World Bank, comprised two distinct stages:

- (a) preparation of a short list of projects, contained in table 4 (by consulting the specialists with the representatives of the Ilfov County Council, RDA Bucharest-Ilfov and by applying selection filters);

- (b) selection of priority projects, through a quantitative approach based on criteria weighted according to the importance given to each criterion.

The list of priority projects – VIP projects (Very Important Projects) resulting from the prioritization process is contained in table 5.

TABLE 4.
Short list of Ilfov County Council's projects

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
1.1. Development of the business and innovation infrastructure	1.1.1. Establishment of industrial, technological and logistic parks	1. Development of logistic park	Ilfov CC	TAU Moara Vlăsiei	10 mil
		2. Development of industrial parks in the following locations: Berceni – Popești Leordeni, Brănești – Cernica, Buftea - Chitila	Ilfov CC	TAU Berceni – Popești-Leordeni, Buftea – Chitila, Brănești – Cernica	3x10 mil/park
	1.1.2. Development of research - innovation infrastructure	3. Măgurele Science Park	Ilfov CC	TAU Măgurele	62.4 mil
1.3. Capitalization for economic purposes of tourism resources and the development of support infrastructure for this sector	1.3.1. Development of infrastructure and support services for tourism activities	4. Amusement theme park in the northern area of Ilfov County (on A3)	Ilfov CC	TAU Gruiu	30 mil.
	1.3.2. Promotion of the county as a tourist destination	5. Complex project for the elaboration and implementation of the tourism development and promotion strategy of Ilfov County	Ilfov CC		1.2 mil
1.4. Increase of the competitiveness of agri-food producers	1.4.1. Development of support infrastructure for the agri-food sector	6. Support infrastructure for agri-food business	Ilfov CC	TAU Gruiu, Nuci, Petrăchioaia, Vidra	10 mil.
	1.4.3. Rehabilitation of agri-food markets	7. Construction of agri-food markets	Ilfov CC	Ilfov county TAUs	5x0,3 mil/market
2.1. Rehabilitation and extension of the educational infrastructure	2.1.4. Investments in the university education infrastructure	8. Establishment of the university campus dedicated to the research, development and innovation sector in Mogoșoaia	Ilfov CC / Mogoșoaia TAU/ universities	TAU Mogoșoaia	20 mil

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
2.2. Adaption of the educational offer to the demands of the labor market, promoting continuing training and mobility of the workforce	2.2.1. Development of infrastructure for dual education	9. Development of campuses related to dual education infrastructure in Brănești, Buftea, Dragomirești Vale	Ilfov CC	TAU Dragomirești Vale, Brănești, Buftea	3x5 mil/campus
2.3. Rehabilitation and extension of the health infrastructure	2.3.1. Rehabilitation / upgrade / equipping / building of communal clinics	10. Communal health facilities network / with pharmacy	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	5x1 mil/UAT
2.3. Rehabilitation and extension of the health infrastructure	2.3.2. Construction / rehabilitation of outpatient healthcare facilities	11. Outpatient units / proximity medical centers network in Ilfov County	Ilfov CC	Ilfov county TAUs	20 mil
	2.3.4. Support for private investment initiatives in the field of health	12. Support for the activity of family physicians from Ilfov County by facilitating the access to office space	Ilfov CC	Ilfov county TAUs	0,5 mil
2.4. Rehabilitation and extension of social infrastructure	2.4.1. Rehabilitation / upgrade / equipping / construction of social centers	13. Establishment of 4 social service centers - NORTH / SOUTH / EAST / WEST (including mobile team), with services to cover the needs identified in the local diagnosis stage	Ilfov CC in partnership with county TAUs	TAU Gruiu, Pantelimon, Vidra, Chitila	2 mil
		14. Development / rehabilitation of socio-educational centers for young people 18 years old and leaving the institutional system	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	2x0,1 mil rehabilitation of one center 2x0,5 mil for the construction of one center
3.1. Expansion of water supply and sewerage systems	3.1.1./3.1.2. Rehabilitation and expansion of water supply and sewerage networks, including securing drinking water sources and wastewater treatment plants	15. Expansion of the public utilities infrastructure in the areas covered by private projects for the development/extension of the industrial/logistical platforms	Ilfov CC in partnership with county TAUs	TAU Brănești, Moara Vlăsiei, Berceni, Ciorogârla, Ștefănești, Glina, Afumați, Balotești, Dragomirești Vale, Chitila	5 mil

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
3.2. Improvement of energy supply and communication systems	3.2.5. Development of ITC infrastructure	16. Development of broadband Internet infrastructure – Smart County	Ilfov CC	-	50 mil
		17. Expansion of the infrastructure for selective collection of household waste in the county	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	2 mil
3.3. Waste management	3.3.1. Implementation of integrated management of household waste	17. Expansion of the infrastructure for selective collection of household waste in the county	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	2 mil
	3.3.2. Proper management of non-household waste	18. Building platforms for construction waste (including waste crushing facilities) in Ilfov County	Ilfov CC	Ilfov county TAUs	2 mil
4.2. Protection and sustainable capitalization of the cultural heritage	4.2.1. Revitalization of the built heritage	19. Rehabilitation and functional reconversion of the forts in Popești-Leordeni and Jilava	Ilfov CC	TAU Popești-Leordeni, Jilava	20 mil
	4.2.2. Capitalization of the intangible cultural heritage	20. Drafting the Ilfov County monograph, including a collection of local legends	Ilfov CC / CJCPCT	-	0,05 mil
	4.3.1. Protection and sustainable use of protected natural areas	21. Conservation and sustainable use of natural heritage for recreational purposes	Ilfov CC / ANANP	TAU Grădiștea, Gruiu, Moara Vlăsiei, Nuci, Ciolpani, Periș, Snagov	5 mil
4.3. Environmental protection and biodiversity preservation	4.3.3. Development of green-blue infrastructure	22. Afforestation of safety areas along the county roads	Ilfov CC	Ilfov county TAUs	2 mil
	4.3.4. Environmental education and information	23. Project to inform the population and the institutions in Ilfov County about the specific local environmental protection issues, as well as the specific means of action	Ilfov CC	-	0,6 mil

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
4.4. Development of cultural, sports and recreation/leisure offer	4.4.1. Construction / rehabilitation / upgrade / equipping of cultural centers, libraries, museums	24. Multiannual project for the construction, upgrade, equipping of cultural houses and cultural community centers in Ilfov County	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	35 mil
	4.4.2. Development of the cultural agenda of Ilfov County	25. Drafting and promotion of a multiannual cultural agenda of Ilfov County	Ilfov CC / CJCPCT	-	0,1 mil
	4.4.3. Building and upgrade of sports facilities and gyms	26. Multiannual project for the construction, upgrade, equipping of sports facilities and gyms in Ilfov County	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	35 mil
	4.4.4. Building recreation and leisure areas	27. Complex project for developing a leisure area in the south of Ilfov County (Argeş-Sabar-Ciorogârla area)	Ilfov CC / Apele Române	TAU Bragadiru, Măgurele, Clinceni, Cornetu, Jilava	10 mil
5.1 Increasing accessibility at national and global levels	5.1.1 Upgrade and extension of roads of national interest	28. Building the connection road between the A3 Motorway and Henri Coandă International Airport	Ministry of Transport / CNAIR / CNAB	TAU Otopeni, UAT Tunari	22 mil
		29. Connection of the North Bypass Highway - Otopeni Airport Terminal - A3 overpass towards Dascălu	Ilfov CC, Ministry of Transport	TAU Otopeni, Dascălu	14,5 mil
	5.1.4. Expansion and upgrade of the Henri Coandă Airport	30. Expansion of the airport with a new passenger terminal, parking lots, administrative buildings	Ilfov CC / CNAB	TAU Otopeni	1000 mil
	5.1.5. Development of the infrastructure for freight transport	31. Development of the transport infrastructure for the intermodal freight node at Moara Vlăsiei - Airport City	Ministry of Transport / Ilfov CC / Moara Vlăsiei	TAU Moara Vlăsiei	150 mil

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
5.2. Optimization and completion of the secondary road network	5.2.1 Upgrade of county roads (including bridges and secondary passages)	32. Upgrade of county roads DJ 401A – Vidra – Domnești –A1 highway and Giurgiu county boundary DJ 101 – Balotești – Moara Vlăsiei – Gruui – Sitaru DJ 300 Moara Domneasca – DN2	Ilfov CC / Ministry of Transport	Ilfov county TAUs	100 mil
		33. Guide for reconfiguring road profiles for developing/ expanding areas and designing infrastructure for cycling	Ilfov CC	TAUs in Bucharest first ring	0,1 mil
	5.2.2. Reconfiguration / consolidation of traffic flows in the expansion areas	34. Development of the access road network to connect the TAUs and industrial areas to the future A0 motorway	Ilfov CC	TAU Otopeni, Mogoșoaia, Chitila, Chiajna, Domnești, Bragadiru, Măurele, Jilava, 1 Decembrie, Popești-Leordeni, Cernica, Pantelimon, Voluntari	27,5 mil
5.3 Development of metropolitan transport	5.3.1 Revitalizing regional and metropolitan rail transport	35. Planning an intermodal node Railway station Pipera (Petricani) + subway (in case of extension)	Ilfov CC /CFR SA/PMB	TAU Voluntari	80 mil
		36. Integrated project for the modernization of the green railway belt, as a public transport system for urban train passengers (the arrangement of 25 intermodal stations along the belt, the correlation with the railway line rehabilitation project, the purchase of urban trains, implementation of tariff integration system with regional transport)	Ministry of Transport / CFR / PMB / Ilfov CC	Ilfov county TAUs	250 mil

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
5.3 Development of metropolitan transport	5.3.2 Extension of the subway network	37. Subway network extension in the TAUs from ring 1 of Bucharest: 1. Construction and commissioning of the M6 line - connections with Băneasa and Otopeni airports, with the M4 line and Gara de Nord - possibility to extend to Progresu station (14 km - 12 stations) 2. Pipera subway line extension (1.6 km - 2 stations) 3. Extension of the Berceni metro line (3.7 km - 4 stations)	Ilfov CC / PMB / METROUL SA	TAU Otopeni, Voluntari, Berceni	175 mil
		38. Light rail transit (LRT3) Popești Leordeni-Piața Victoriei	PMB/STB / Ilfov CC	TAU Popești-Leordeni,	150 mil
	39. Light rail transit (LRT7) Bragadiru-Voluntari	PMB/STB / Ilfov CC	TAU Voluntari, Bragadiru	136 mil	
	5.3.3 Optimizing (or increasing the attractiveness of) the metropolitan public transport	40. Extension of tram lines for metropolitan connection - of which: Romprim – Popești-Leordeni 4.5 km Depou Alexandria – Bragadiru 7 km Meșes – Remat Chitila 7 km Piața Presei Libere – Mogoșoaia 9 km	PMB/STB / Ilfov CC	TAU Popești-Leordeni, Bragadiru, Chitila, Mogoșoaia	25 mil
	41. Creation of smart and accessible bus stations for travelers	PMB/STB / Ilfov CC	Ilfov county TAUs	10 mil	
	42. Development of the integrated ticketing system at the level of the Bucharest - Ilfov Region	PMB/STB / Ilfov CC	Ilfov county TAUs	10 mil	

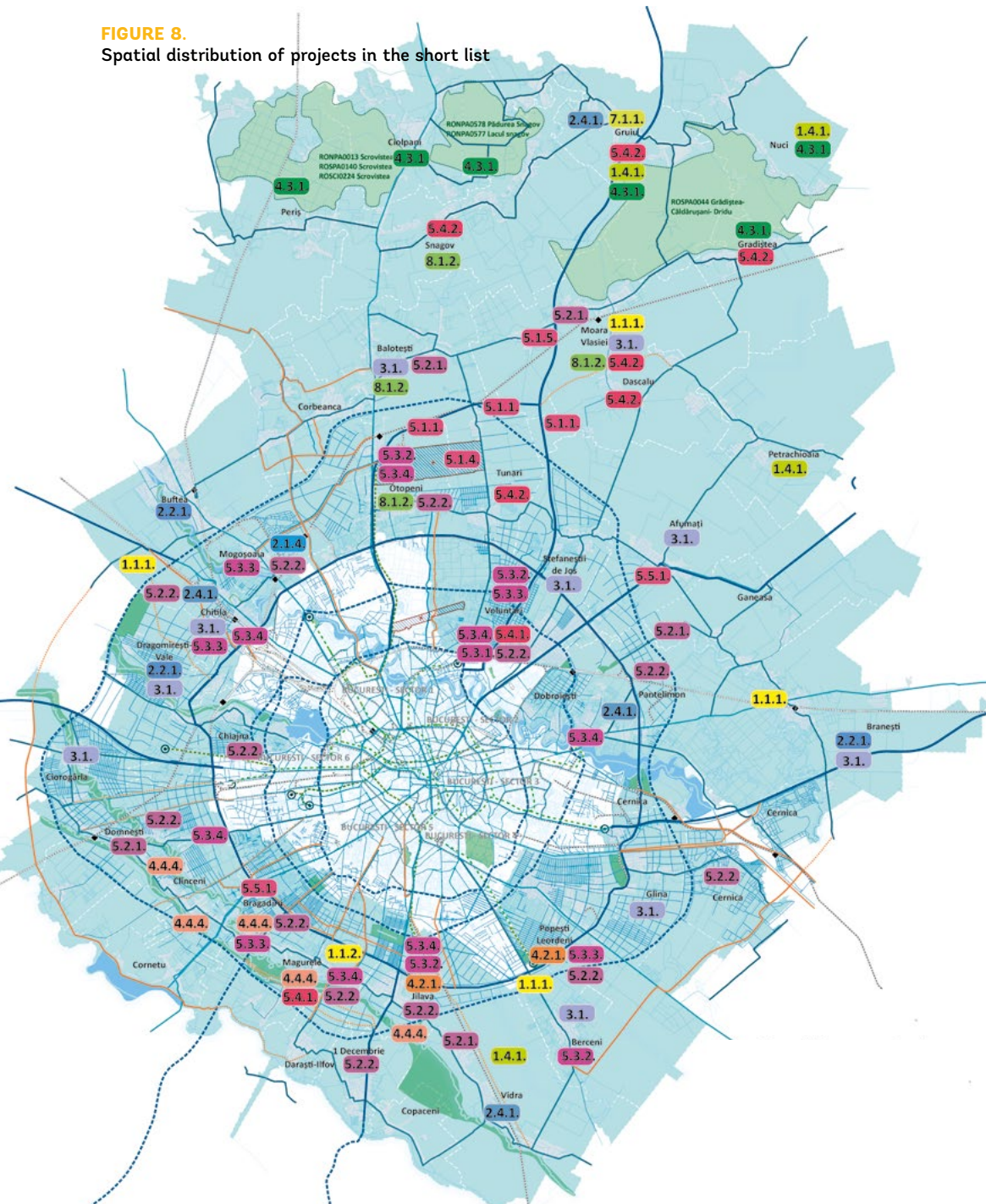
POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
		<p>43. Development of a network of intermodal nodes correlated with the development of the public transport routes of Ilfov County</p> <p>Node Penetration Ghencea Extension - Domnești and enlargement bd. Ghencea (tram 41, buses and minibuses lines in the city)</p> <p>Chitila Node - Close the middle ring</p> <p>Andronache Node - Close Medium Ring</p> <p>Node Petricani - Close Medium Ring</p> <p>Enlargement road Bucharest - Măgurele</p>	Ilfov CC / PMB		90 mil
5.3 Development of metropolitan transport	5.3.4 Development of intermodality at the metropolitan level				
		<p>44. Transfer parking network / Park & Ride (Development of the transfer parking network in the ring system and at the main exits of Bucharest)</p> <p>1. AIHC/ Otopeni/ intermodal gate DN1 (Nord)</p> <p>2. Extension line M2 Pipera – intermodal gate A3 (NE)</p> <p>3. intermodal gate M3 - A2 (East)</p> <p>4. intermodal gate Progresul Station and DN5 (South)</p> <p>5. intermodal gate extension M3 to Militari - A1 (Vest)</p>	Ilfov CC / PMB	TAU Otopeni, Voluntari, Pantelimon, Jilava, Domnești	5x6 mil. euro / park&ride

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
5.4. Increasing the attractiveness and viability of "green" means of transport	5.4.1 Development of corridors for non-motorized travel in the first line of localities	45. Establishment of the bike infrastructure Stage 1- Short term - development of 12 projects - 60 km) of which in Ilfov 1. City centre - Smart City II: Șos. Alexandriei - Măgurele (6,2 km) 2. București - Ilfov: Bypass road - Voluntari - Doamna Ghica (7 km)	Ilfov CC / PMB	TAU Măgurele, Voluntari	10 mil
	5.4.2 Development of cycling routes (to be used also for commuting)	46. Creating a recreational network for bicycles: bicycle paths, parking spaces, service and bicycle repair stations (self-service stations). Routes: București-Tunari-Snagov-Gruu-Moara Vlăsiei-Dascălu-Tunari-București.	Ilfov CC	Ilfov county TAUs	16,8 mil
	5.4.3 Shaping a network of EV charging stations	47. Development of a network of 21 charging stations for electric vehicles	Ilfov CC	Ilfov county TAUs	0,8 mil
5.5 Increasing traffic safety	5.5.1. Reconfiguration of intersections with frequent road accidents	48. Improving road safety, especially for vulnerable participants in traffic from Ilfov County – DN2 - Afumați; – DN6 - Bragadiru;	Ilfov CC / CNANDR	TAU Afumați, Bragadiru	5,8 mil
	5.5.2. Road safety courses	49. Road safety campaign for drivers and pedestrians	Ilfov CC / Road Brigade / Ministry of Education	Ilfov county TAUs	0,05 mil

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
6.1. Strengthening the administrative capacity	6.1.1. Increasing territorial cooperation, at metropolitan level, external cooperation, exchanges of good practices with other administrations	50. Strengthening the cooperation capacity at the metropolitan level (the metropolitan association and the metropolitan development strategy)	Ilfov CC / PMB		1 mil
		51. Agenda of external cooperation events and exchange of experience	Ilfov CC		0,2 mil
	6.1.2. Human resources development in administration	52. Strengthening the capacity for strategic, territorial planning, absorption of European funds and implementation of projects at the level of local public authorities in Ilfov County	Ilfov CC		1 mil
		53. Extension of the e-government system to the county municipality	Ilfov CC		3 mil
	6.1.3. Communication and decision-making transparency / informatization	54. Developing a housing strategy for Ilfov County	Ilfov CC		0,5 mil
	6.2. Improving territorial development management and investment coordination	6.2.1. Improvement of tools for participatory strategic planning and development control	55. Setting-up of a single office for the management of the urban planning activity and building permits at county level	Ilfov CC	
56. Setting-up of the digital land registry to improve the available data and services for citizens, companies, NGOs and other public institutions			Ilfov CC		1,2 mil

POLICIES	PROGRAMS	Project Name	Beneficiary	Location	Estimated budget (EUR)
7.2. Regeneration of disadvantaged communities	7.2.1. Integrated approach to areas affected by poverty	57. Setting-up of a network of social economy units for people at risk of exclusion from the labor market	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	5x0,7 mil/ unitate
	8.1.1. Monitoring of CO2 emissions	58. Development of CO2 monitoring systems	Ilfov CC	Ilfov county TAUs	0,5 mil
8.1. Reduction of CO2 emissions and sustainable use of renewable energy resources	8.1.2. Capitalizing on geothermal energy resources and other renewable energy sources	59. Installation of systems to produce thermal energy from renewable sources (solar energy) for public institution buildings	Ilfov CC in partnership with county TAUs	Ilfov county TAUs	15 mil
		60. Geothermal energy for housing (Capitalization of geothermal resources in Ilfov county for heating multi storey houses)	Ilfov CC	TAU Otopeni, Balotești, Moara Vlăsiei, Snagov	100 mil
		61. Capitalization of geothermal resources in Ilfov county for the development of the spa tourism sector	Ilfov CC	TAU Otopeni	50 mil
8.2. Risk and emergency management	8.2.1. Development of sector plans for risk management	62. Development of risk maps (for floods) for Ilfov County TAUs	Ilfov CC, Apele Române	Ilfov county TAUs	3 mil
Estimation of projects total value					2.858,3 mil

FIGURE 8.
Spatial distribution of projects in the short list



Policies / programs

1.1. Development of the business and innovation infrastructure

- 1.1.1 Establishment of industrial, technological and logistic parks
- 1.1.2 Development of research - innovation infrastructure

1.3. Capitalization for economic purposes of tourism resources and the development of support infrastructure for this sector

- 1.3.1 Development of infrastructure and support services for tourism activities
- 1.3.2 Promotion of the county as a tourist destination

1.4. Increase of the competitiveness of agri-food producers

- 1.4.1 Development of support infrastructure for the agri-food sector
- 1.4.3 Rehabilitation of agri-food markets

2.1. Rehabilitation and extension of the educational infrastructure

- 2.1.4 Investments in the university education infrastructure

2.2. Adaption of the educational offer to the demands of the labor market, promoting continuing training and mobility of the workforce

- 2.2.1 Development of infrastructure for dual education

2.3. Rehabilitation and extension of the health infrastructure

- 2.3.1 Rehabilitation / upgrade / equipping / building of communal clinics
- 2.3.2 Construction / rehabilitation of outpatient healthcare facilities
- 2.3.4 Support for private investment initiatives in the field of health

2.4. Rehabilitation and extension of social infrastructure

- 2.4.1 Rehabilitation / upgrade / equipping / construction of social centers

3.1. Expansion of water supply and sewerage systems

- 3.1.1/3.1.2 Rehabilitation and expansion of water supply and sewerage networks, including securing drinking water sources and wastewater treatment plants

3.2. Improvement of energy supply and communication systems

- 3.2.5 Development of ITC infrastructure

3.3. Waste management

- 3.3.1 Implementation of integrated management of household waste
- 3.3.2 Proper management of non-household waste

4.2. Protection and sustainable capitalization of the cultural heritage

- 4.2.1 Revitalization of the built heritage
- 4.2.2 Capitalization of the intangible cultural heritage

4.3. Environmental protection and biodiversity preservation

- 4.3.1 Protection and sustainable use of protected natural areas
- 4.3.3 Development of green-blue infrastructure
- 4.3.4 Environmental education and information

4.4. Development of cultural, sports and recreation/leisure offer

- 4.4.1 Construction / rehabilitation / upgrade / equipping of cultural centers, libraries, museums
- 4.4.2 Development of the cultural agenda of Ilfov County
- 4.4.3 Building and upgrade of sports facilities and gyms
- 4.4.4 Building recreation and leisure areas

5.1 Increasing accessibility at national and global levels
5.1.1 Upgrade and extension of roads of national interest
5.1.2 Expansion and upgrade of the Henri Coandă Airport
5.1.3 Development of the infrastructure for freight transport
5.2. Optimization and completion of the secondary road network
5.2.1 Upgrade of county roads (including bridges and secondary passages)
5.2.2 Reconfiguration / consolidation of traffic flows in the expansion areas
5.3 Development of metropolitan transport
5.3.1 Revitalizing regional and metropolitan rail transport
5.3.2 Extension of the subway network
5.3.3 Optimizing (or increasing the attractiveness of) the metropolitan public transport
5.3.4 Development of intermodality at the metropolitan level
Policies / programs
5.4. Increasing the attractiveness and viability of "green" means of transport
5.4.1 Development of corridors for non-motorized travel in the first line of localities
5.4.2 Development of cycling routes (to be used also for commuting)
5.4.3 Shaping a network of EV charging stations
5.5 Increasing traffic safety
5.5.1 Reconfiguration of intersections with frequent road accidents
5.5.2 Road safety courses
6.1. Strengthening the administrative capacity
6.1.1 Increasing territorial cooperation, at metropolitan level, external cooperation, exchanges of good practices with other administrations
6.1.2 Human resources development in administration
6.1.3 Communication and decision-making transparency / informatization
6.2. Improving territorial development management and investment coordination
6.2.1 Improvement of tools for participatory strategic planning and development control
7.2. Regeneration of disadvantaged communities
7.2.1 Integrated approach to areas affected by poverty
8.1. Reduction of CO₂ emissions and sustainable use of renewable energy resources
8.1.1 Monitoring of CO ₂ emissions
8.1.2 Capitalizing on geothermal energy resources and other renewable energy sources
8.2. Risk and emergency management
8.2.1 Development of sector plans for risk management

Legend

- projects that are spatially located
- projects without spatial/ known location

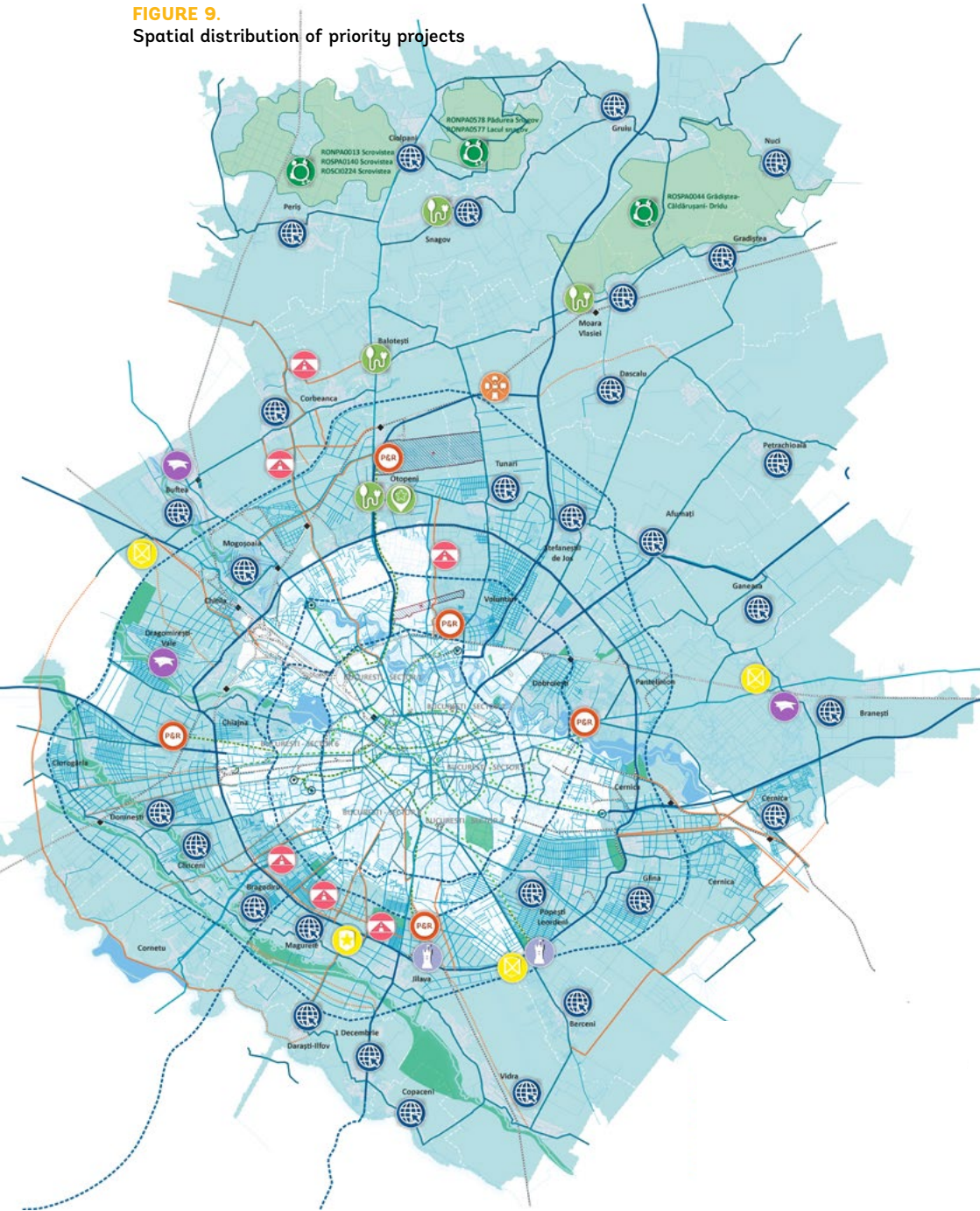
TABLE 5.
Priority projects(VIP)

PROGRAME	Titlul proiectului	Localizare	Buget estimat EUR
1.1.1. Establishment of industrial, technological and logistic parks	1. Industrial Park (Development of industrial parks in the following locations: Berceni – Popești Leordeni, Brănești – Cernica, Buftea – Chitila)	TAU Berceni – Popești-Leordeni, Buftea – Chitila, Brănești – Cernica	30 mil
1.1.2. Development of research - innovation infrastructure	2. Măgurele Science Park (Development of Magurele Science Park)	TAU Magurele	62.4 mil
2.1.4. Investments in the university education infrastructure	3. University Medical City (Establishment of the university campus dedicated to the research, development and innovation sector in Mogoșoaia)	TAU Mogoșoaia	20 mil
2.2.1. Development of infrastructure for dual education	4. Campuses for Dual Vocational Education (Development of campuses related to dual education infrastructure in Brănești, Buftea, Dragomirești Vale)	TAU Dragomirești Vale, Brănești, Buftea	15 mil
3.2.5. Development of ITC infrastructure	5. Smart County (Development of broadband Internet infrastructure)	CJ Ilfov	50 mil

PROGRAME	Titlul proiectului	Localizare	Buget estimat EUR
4.2.1. Revitalization of the built heritage	6. Fortifications Belt (Rehabilitation and functional reconversion of the forts in Popești-Leordeni and Jilava)	TAU Popești-Leordeni, Jilava	20 mil
4.3.1. Protection and sustainable use of protected natural areas	7. Nature and Recreation (Conservation and sustainable use of natural heritage for recreational purposes)	TAU Grădișteea, Gruui, Moara Vlăsiei, Nuci, Ciolpani, Periș, Snagov	5 mil
5.1.5. Development of the infrastructure for freight transport	8. Airport City (Development of the transport infrastructure for the intermodal freight node at Moara Vlăsiei)	TAU Moara Vlăsiei	150 mil
5.2.2. Reconfiguration / consolidation of traffic flows in the expansion areas	9. Connections A0 (Development of the access road network to connect the TAUs and industrial areas to the future A0 motorway)	TAU Otopeni, Mogoșoaia, Chitila, Chiajna, Domnești, Bragadiru, Măurele, Jilava, 1 Decembrie, Popești-Leordeni, Cernica, Pantelimon, Voluntari	27,5 mil

PROGRAME	Titlul proiectului	Localizare	Buget estimat EUR
5.3.4. Development of inter-modality at the metropolitan level	10. Park & Ride (Development of the transfer parking network in the ring system and at the main exits of Bucharest) a. AIHC/ Otopeni/ intermodal gate DN1 (Nord) b. Extension line M2 Pipera – intermodal gate A3 (NE) c. intermodal gate M3 - A2 (East) intermodal gate Progresul Station and DN5 (South) d. intermodal gate extension M3 to Militari - A1 (Vest)	TAU Otopeni, Voluntari, Pantelimon, Jilava, Domnești	30 mil
8.1.2. Capitalizing on geothermal energy resources and other renewable energy sources	11. Geothermal Energy for Housing (Capitalization of geothermal resources in Ilfov county for heating multi storey houses)	TAU Otopeni, Balotești, Moara Vlăsiei, Snagov	100 mil
	12. Geothermal Energy for Spa Tourism (Capitalization of geothermal resources in Ilfov county for the development of the spa tourism sector)	TAU Otopeni	50 mil.
Estimation of projects total value			559,9 mil

FIGURE 9.
Spatial distribution of priority projects



Policies, programs and projects

1.1. Development of business and innovation infrastructure

- 1.1.1. Establishment of industrial, technological and logistic parks
 - 1.1.1.1 Industrial park (Development of industrial parks in selected locations)
- 1.1.2. Development of research - innovation infrastructure
 - 1.1.2.1 Măgurele Science Park - MSP (Development of Magurele Science Park)

2.1. Rehabilitation and extension of the education infrastructure

- 2.1.4. Investments in the university infrastructure education
 - 2.1.4.1 University Medical City (Establishment of the university campus dedicated to the research, development and innovation sector in Mogoșoaia)

2.2. Adapting the educational offer to the demands of the labor market, promoting continuous training and mobility of the workforce

- 2.2.1. Development of infrastructure for dual education
 - 2.2.1.1 Campuses for Dual Vocational Education (Development of campuses related to dual education infrastructure in selected locations)

3.2. Improvement of energy supply systems with electricity distribution and communications

- 3.2.5. Development of ITC infrastructure
 - 3.2.5.1 Smart County (Development of broadband internet infrastructure)

4.2. The protection and sustainable use of cultural heritage

- 4.2.1. Revitalization of the built heritage
 - 4.2.1.1 Fortifications Belt (Rehabilitation and functional reconversion of the forts in selected locations)

4.3. Environmental protection and biodiversity preservation

- 4.3.1. Protection and sustainable use of protected natural areas
 - 4.3.1.1 Nature and Recreation (Conservation and sustainable use of natural heritage for recreational purposes)

5.1. Increasing accessibility at national and global level

- 5.1.5. Development of the infrastructure for freight transport
 - 5.1.5.1 Airport City (Development of the transport infrastructure for the inter-modal freight node)

5.2. Optimization and supplementing the secondary road network

- 5.2.2. Reconfiguration/consolidation of traffic flows in expansion areas
 - 5.2.2.1 Connections A0 (Development of the access road network to connect the TAUs and industrial areas to the future A0 motorway)

5.3 Development of metropolitan transport

- 5.3.4. Development of inter-modality at the metropolitan level
 - 5.3.4.1 Park & Ride (Development of the transfer parking network in the ring system and at the main exits of Bucharest)
 1. AIHC / Otopeni / Dn1 modal gate
 2. Extension of M2 subway line through Pipera - Intermodal Extension Gate A3 (Northeast)
 3. Intermodal gate M3 - A2 (East)
 4. Intermodal Gate Progress Station and DN5 (South)
 5. Intermodal Gate M3 Extension through Militari - A1 (West)

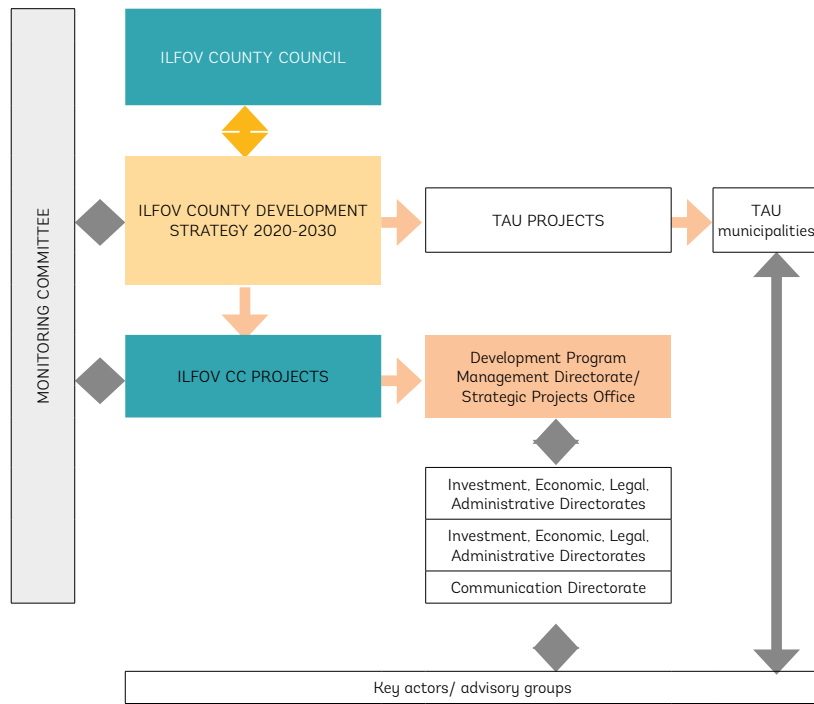
8.1. Reduction of CO₂ emissions and sustainable use of renewable energy resources

- 8.1.2. Capitalizing on geothermal energy resources and other renewable energy sources
 - 8.1.2.1 Geothermal Energy for Housing (Capitalization on geothermal resources in Ilfov county for heating multi storey houses)
 - 8.1.2.2 Geothermal Energy for Spa Tourism (Capitalization of geothermal resources in Ilfov county for the development of the spa tourism sector)

4. Strategy monitoring and evaluation

The implementation of the county development strategy for the period 2020-2030 is the responsibility of the County Council through the specialized technical mechanism and in collaboration with the county municipalities, as well as with other public and private actors. Its role in implementing the strategy projects with beneficiaries other than Ilfov CC (eg the Ministry of Transport, the Ministry of Education, universities, etc.), will be to facilitate the process, to lobby and to support the approval / authorization procedures, as the case may be. Local communities' projects will be managed by the implementation units at municipality level.

FIGURE 10.
Responsibilities regarding the implementation of the strategy



Within the County Council, the responsibilities for projects implementation rest with the Development Program Management Directorate (DPMD), through the Strategic Projects Office, in a complex cooperation scheme with other directorates and departments (see Figure 10). The Development Program Management Directorate manages the implementation of the projects, with the support of the Urban and Regional Planning Directorate, the Investments Directorate, the Legal, Administrative, and Economic Directorates. The Communication Directorate ensures the visibility of the projects and the relationship with key actors, advisory groups. A Monitoring Committee, made up of representatives of the DPMD and of the project partners / direct beneficiaries, funding agencies, etc. annually verifies the monitoring reports prepared by the Strategic Projects Office.

The strategy implementation process for the period 2020-2030 is structured in four main stages: (1) Approval and promotion of the Strategy; (2) Project preparation; (3) Financing contracts and contracts for works and services; (4) Performance and completion of works and services (see Table 6).

TABLE 6.
Indicative calendar of the implementation stages of the strategy

STAGE 1	STAGE 2			STAGE 3			STAGE 4			
2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Approval of strategy										
Coordination with CSP/ Promotion										
	Preparation of projects/ funding applications ESIF 2021-2027									
			Signing of funding contracts							
			Public procurement for the execution of works and services							
						Priority project execution works				
						Implementation and completion of contracted services				
							Completion and acceptance of works			
Reporting	Reporting			Reporting Intermediate evaluation			Reporting Final evaluation			

The indicators for monitoring the Strategy are presented in relation to the four stages of the implementation process:

STAGE 1	APPROVAL AND PROMOTION OF THE STRATEGY The list of indicators monitoring strategy promotion and coordination with other planning documents:
	<ul style="list-style-type: none"> α. Number of consultations with potential partners; β. Number of brochures presenting the publicly disseminated strategy; γ. Number of local development strategies elaborated in coordination with the county strategy and approved by the Local Councils; δ. Number of priority projects approved at the level of the component TAUs.
STAGE 2	PROJECTS PREPARATION The list of indicators monitoring the process of elaborating the technical documentation and submitting the projects eligible for financing from ESIF:
	<ul style="list-style-type: none"> α. Number of projects with approved technical documentation; β. The total value LEI / Euro of the projects with approved technical documentation; γ. The total number of funding applications submitted; δ. The total value of LEI / Euro of the funding applications submitted; ε. The number of funding applications approved following the verification process; φ. The total value of LEI / Euro of funding applications approved by source of financing.
STAGE 3	IMPLEMENTATION OF FINANCING CONTRACTS AND CONTRACTS FOR WORKS AND SERVICES The list of indicators monitoring the number of financing contracts and the value of the contracts for works and services:
	<ul style="list-style-type: none"> α. Number of funding contracts signed; β. Number of contracts signed by source of financing; γ. Number of signed contracts for works and services procurement; δ. Value of signed contracts for the purchase of works and services; ε. Average duration of procurement procedures (in days); φ. Number of procedures canceled / contested.
STAGE 4	IMPLEMENTATION AND COMPLETION OF CONTRACTED WORKS AND SERVICES The list of indicators monitoring the execution and completion stage of the works and services contracted until the 31.12.2030 deadline:
	<ul style="list-style-type: none"> α. Number of contracts with completed works / services; β. The value in LEI / Euro of the works and services received; γ. Number / value of additional documents signed; δ. Number / value of canceled contracts; ε. Value of penalties per contract.