LOGO EAST APPLICATION FORM

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I INSTRUCTIONS TO THE APPLICANTS

When preparing a project application the following instructions need to be followed:

- The LOGO East Programme is based on twinning or trinning. The Dutch organisation is considered as the applicant for a LOGO East subsidy by VNG International. Organisations from the LOGO East target countries or from the newly acceded countries to the EU are considered as partners in the applications, but the Dutch counterpart needs to apply for the funding.

- Only applications from eligible organisations, thus local and regional governments, water board, public utility companies and their umbrella organisations will be taken into consideration by the LOGO East Team.

- The application form has to be filled in completely including the annexes such as the budget and the CVs of the main experts. Only completed applications will be evaluated by the LOGO East Team and if applicable the LOGO East Evaluation Committee.

- In total 10% co-financing from the partner organisations is required for each project application.

- Each partner in the project has to submit a letter of commitment, expressing their commitment to the project and stating the amount of co-financing their organisation will contribute to the project. The letters of commitment need to be signed by the legal representative of each partner organisation.

- Preparation costs for preparing the project proposal can be financed under the following conditions:
    - the actual costs for the preparation are included in the budget
    - only costs as described in the budget instructions can be financed to a maximum of 7,5% of the total project budget
    - the costs will only be reimbursed in case the project proposal is approved by the LOGO East Evaluation Committee and after approval of the final report (including financial report).

- Applications with a budget higher than € 15.000 will be submitted to the LOGO East Evaluation Committee for final evaluation.

- The project should be completed before **30 October 2007**.

- Applications should consist of:
    - One original application form in hard copy.
    - One electronic copy on CD-rom or to be submitted by e-mail.
    - Original or faxed copy of letter of commitment of all eligible partners in the project.

- The deadlines for submission are **June 15, 2006 before 17.00, 14 July 2006 before 17.00** and **October 16, 2006 before 17.00 Netherlands' time.**

- Completed applications should be send to:

  VNG International
  Attn. LOGO EAST
  P.O. Box 30435
  2500 GK The Hague
  The Netherlands
  E-mail: logo-east@vng.nl

II GENERAL INFORMATION

Please fill in the general information of the project applicant and the project itself below.

1. Information applicants

Dutch applicant organisation	
Organisation	O Municipality: O Province / Region: X Water Board: **Roer en Overmaas Water Authority** (Waterschap Roer en Overmaas, WRO) O Public Utility Company:
Name contact person	**Hans Lutgens**
Position / Department	**Concerncontroller**
Address	PO Box 185 6130 AD SITTARD **The Netherlands**
Telephone number	+ 31 (0) 46 4205 700
Fax number	+ 31 (0) 46 4205 701
E-mail address	h.lutgens@overmaas.nl info@overmaas.nl
Name and position legal representative	**Frank Wesdijk** **Director WRO**

2. Contact person

Partner organisations from LOGO East target country	
Organisation	O Municipality: O Province / Region: X Water Board: **Somes-Tisa Waters Division** (Directia Apelor Somes-Tisa , STWD) O Public Utility Company:
Name contact person	**Aurel Filip**
Position / Department	**Financial Director – Somes – Tisa Waters Division (STWD)**
Address	**Cluj Napoca** Str. Vanatorului nr.17 cod 400 213 Jud. Cluj **Romania**
Telephone number	+ 40 264 433028
Fax number	+ 40 264 432699
E-mail address	aurel.filip@dast.rowater.ro
Name and position legal representative	**Marius Minzat** **Director STWD**

Partner organisations from newly acceded EU country (if applicable)	
Organisation	O Municipality: O Province / Region: O Water Board: **Trans-Tisza Region Environment & Water** (TTREW) O Public Utility Company:
Name contact person	**Laszlo Kothay**
Position / Department	**Director**
Address	Hatvan u. 8-10 4025 Debrecen **Hungary**
Telephone number	+36-52-316537
Fax number	
E-mail address	laszlo.kothay@tikovizig.hu
Name and position legal representative	**Laszlo Kothay** **Director TTREW**

2. Project information

Project title	Equilibrium: restore the balance between expenses and income
Application date	September 2006
Total project budget	€ 80.278,76
Project duration	11 months
Starting date	November 2006
End date	September 2007

Within the main theme (internal management, service delivery, citizens participation and ethics and integrity) which policy field is targeted? Please thick a maximum of two boxes:

- ❑ Agriculture/Nature and Landscape
- ❑ Automation/ICT policy
- ❑ General management, general affairs
- ❑ Companies (public utility companies: power stations/water supply)
- ❑ Civil affairs, Registry Office
- ❑ Economic affairs
- **X Finances, audit, taxes**
- ❑ Public works
- ❑ Land policy, Land registry
- ❑ Public housing/Housing affairs
- ❑ Management
- ❑ Environmental protection
- **X Personnel affairs and/or organisation (specific reference: 8.2.)**
- ❑ Environmental department, waste policy
- ❑ Spatial planning
- ❑ Safety and civil order
- ❑ Traffic and transport
- ❑ Public relations and communication
- ❑ Water management
- ❑ Employment, labour market policy
- ❑ Minorities
- ❑ European affairs

III PROJECT DESCRIPTION

In this section you need to fill in a more detailed description of the project.

1. Problem analysis (max. 1 page)

- Indicate shortly the developments of cooperation between your and your partner organisation(s).

The Dutch Province of Limburg and the Roer en Overmaas Water Authority have had this trinning relationship with the institutions in Romania and Hungary since 2002, especially aimed at exchanging knowledge and experiences with the local and regional authorities responsible for the environment, water management and good governance.

The nature concerns knowledge exchange and technical assistance in a cross border perspective. It is related to water quality management, flood water management, assistance in developing flood management models as a basis for early warning systems. With reference to EU guidelines the exchange of expertise concerns implementing the European Water Framework Directive (WFD) and in implementing the Integrated Pollution Protection Control rules (IPPC).

The Dutch partners, Province of Limburg and Water Authority Roer en Overmaas selected above field of cooperation with the Carpathian Euro region (CE). The 5 partner-regions at the borderline are Hungary, Romania, Slovakia, Poland, Ukraine.
With an average of one new partner-region per year this activity concluded in November 2005.
Participants were officials from local and regional governments and civil servants. Some times also decision makers were involved (politicians).
Now most the support is given by e-mail and actual visits are restricted to a minimum.

In 2006, within the LOGO East programme, financially supported by MATRA programme of The Netherlands Ministry of Foreign Affairs, the relationship (as trinning) had continued on with a training concerning the improvement of internal management. One week experts from VNG, in The Hague, and then one week experts from the Dutch water board offered to the participants from Romanian and Hungarian water boards information and experience on issues related to Human Resources Management and Financial Management.

- Please summarise the main problems in your partner organisation and specify the need for this LOGO East project.

Because of an unbalance between income and expenses our partner organisation (STWD) has substantial difficulties to accomplish its primary tasks. Additional central funding for shortages is coming to an end. Restoring the equilibrium between income and expenses is a necessity to maintain the present public service.

In order to restore the equilibrium profound examination and analysis of income and cost components in relation to public service activities was done by our partner. Our partner discovered possibilities to raise income (funding) and reduce costs. The most important possibility to raise income is imposing taxes for public services, more specific: protection against flooding. Expenses for construction of dykes and embankments are covered by the central government (until now). Expenses for maintenance comes to the account of STWD. The funding of the these expenses is not sufficient yet.

In this LOGO East project we will, with combined forces,:

- explore tax systems at the Water boards in the Netherlands and Hungary and
- give lectures on tax issues,

in order to find answers to specified questions and for the transfer of knowledge necessary
for the design (plan) of an appropriate and legitimate system to impose taxes, necessary for additional funding for expenses concerning maintenance of dykes and embankments (for protection against flooding).

- evaluate the foreign tax systems and
- define, based on exploration and evaluation, an appropriate and legitimate tax system for STWD i.e. a blueprint for approval by the central government.

2. Target group (max. ½ page)

- Describe below at whom is the LOGO East project aimed?

The project is aimed at the FM Department of STWD The FM Department will benefit from the knowledge of tax systems and tax issues (WRO and TTREW), and will be able to design a blueprint for a tax system. Within this tax system approximately more than 30 employees will be directly involved. The impact on other water boards in Romania, as a spin off of this project, may be substantially greater (we estimate that more than 300 employees are involved).

- Who or which group will profit directly from this LOGO East project? Be as specific as possible. Show the benefits for your citizens.

Primary target group
- 30 people from the FM department of the STWD.
- Management of the FM department

Secondary target group;
STWD: in order to contribute to the restoration of the described equilibrium, STWD can transpose (operational) knowledge of tax systems and tax issues to the subordinate Waters Management Systems (STWD consists of 5 Waters Management Systems; in whole Romania there exist 42 waters Management Systems).

C. " Apele Romane" National Administration (ARNA).
ARNA is the " umbrella" Administration Organization of all 11 Romanian Directorates (water boards).
ARNA can pass on knowledge about the blue print tax system to other Water Directorates in Romania. Some of the ten other directorates of the Romanian Waters Authority have similar equilibrium-problems. These directorates and the people within these directorates may also benefit of gained knowledge of tax systems and tax issues in order to provide a solution for the equilibrium problem in general and more specific: the funding of maintenance expenses against flooding .

Tertiairy target group:
A. LOGO East project aims, first of all, to ensure the continuation of rendering public service by Somes - Tisa Water Division (one of eleven divisions) of the Romanian Waters Authority (STWD). So the people of the Somes - Tisa Water Division basin- catchments area benefit from the continuation of the services of STWD due to the restored Equilibrium in general and sufficient funding for the maintenance of facilities against flooding in particular.

B. Some of the 10 other Divisions of the Romanian Waters Authority have similar problems. These divisions and the people within these divisions will also benefit from the solutions. The outcome of this project can be of great importance also for other divisions of the Romanian Waters Authority and might lead to implementation of the blue print tax system(outcome of this project) in whole Romania.

D. University of Cluj (one or more faculties): gaining knowledge of foreign tax systems and

experience in rendering assistance in exploring and evaluating foreign tax systems and tax issues. Experience in international cooperation within the EU.

3. Project objective (max. ¼ page)

- What is the objective of this LOGO East project?

Clarification:

The *project objective* is a description of the situation that must be attained upon completion of the project. It is possible that the project objective consists of different sub objectives. *The objective is the situation in which the problem(s) formulated above no longer exist(s)*; in that sense, the objective and the problem analyses are one another's mirror image. The project objective needs to:

- Be formulated positively
- Be realisable in the given situation
- Be concrete
- Be verifiable
- Create no new problems.

The overall objective is to keep STWD in the position to execute the necessary maintenance tasks against flooding in the interests of the inhabitants. In order to achieve this, in general, the equilibrium has to be restored.

The project objective is:

- *By the end of September 2007 a blueprint for a tax system for financing maintainance expenses against floding is designed by STWD and presented to ARNA and the Ministry of environment and Water Management.*

4. Results (max. ½ page)

- Describe the expected results below as concrete as possible.

Clarification:

Results are sometimes also called the '*outputs'* of activities executed in this project. The results are achieved by managing '*inputs'* such as training, materials, experts, feasibility studies. It is extremely important that the results, which are adopted in the project description, can be guaranteed by the project management and are feasible given the means available. All results need to be achieved in order to reach the project goal, in other words, a successful project.

Results need to be formulated SMART (Specific, Measurable, Achievable / Applicable, Realistic, Time-restricted)

The results of the planned activities of this project are:

1. 30 people of the FM department are knowledgable on the Dutch (WRO) tax system

2. 30 people of the FM department are knowledgable on the Hungarian tax system

3. Within the FM department is proven knowledge on the decentralized Dutch versus the centralized Hungarian tax system

4. Within the FM department there is knowledge about tax systems boundaries (i.e. legal framework: laws and regulations) in Romania in general and in particular concerning STWD, in order to determine the best fit system.

5. The FM department is skilled to design a blueprint for tax systems for and by STWD.

6. The ARNA and the Ministiry of Environment and Water Management are informed on and provided with the blueprint for a tax system of the STWD.

5. Indicators (max. ½ page)

- Please list below the indicators of success in a measurable way.
- In the Twinning Framework (last chapter) for each country examples of indicators are provided. Please copy the *applicable* indicators from the Twinning Framework in this project application and add extra indicators specifically targeted at the abovementioned results.

Clarification:

Indicators for results describe the project's results in operationally measurable terms (quantity, quality, time). Specifying the indicators for results helps to check the feasibility of the results and helps form the basis of the project's monitoring and evaluation system. They are formulated in response to the question "How would we know whether or not what has been planned is actually happening or happened? How do we verify success?" Indicators for results should be measurable in a consistent way and at an acceptable cost.

A good indicator is SMART

- **S**pecific to the objective it is supposed to measure
- **M**easurable (either quantitatively or qualitatively)
- **A**vailable at an acceptable cost
- **R**ealistic
- **T**ime-bound – so we know when we can expect the results to be achieved

RESULT	INDICATOR
1 30 people of the FM department are knowledgable on the Dutch (WRO) tax system	1.1 At least 30 people participated in training sessions and lectures on Dutch (WRO) tax system and have evaluated it.
2. 30 people of the FM department are knowledgable on the Hungarian tax system	2.1 At least 30 people participated in training sessions and lectures on Hungarian tax system and have evaluated it
3. Within the FM department there is proven knowledge on the decentralized Dutch	3.1 The management of the FM department participated in the training sessions and lectures

versus the centralized Hungarian tax system	on Hungarian and Dutch tax system and have evaluated it 3.2 Evaluation reports on the comparison study are available.
4. Within the FM department there is knowledge about tax systems boundaries (i.e. legal framework: laws and regulations) in Romania in general and in particular concerning STWD, in order to determine the best fit system.	4.1 The FM management participated in the training about tax system boundaries 4.2 A document with all the relevant rules and regulations is available.
5. The FM department is skilled to design a blueprint for tax systems for and by STWD.	5.1 The FM management participated in the training to desing a blueprint for tax systems 5.2 There is at least 1 draft blueprint developed
6. The ARNA and the ministry….are informed on and provided with the blueprint for a tax system of the STWD	6.1 Representatives of the ANRA and the ministry are present at the final conference were the blue print is presented 6.2 Representatives of the ANRA and the Ministry are provided with a copy of the blueprint

6. Sources of verification (max. ½ page)

- Formulate for each indicator the source of verification, thus the way the indicator can be measured (e.g. progress reports, training materials, conference programmes, participants lists, news paper articles, policy papers etc.). Note that the sources of verifications need to be attached to the reports of this LOGO East project.

INDICATORS	SOURCES OF VERIFICATION
1.1 At least 30 people participated in training sessions and lectures on Dutch (WRO) tax system and have evaluated it.	1.1.1 participants list 1.1.2 programme of the training 1.1.3 evaluation report
2.1 At least 30 people participated in training sessions and lectures on Hungarian tax system and have evaluated it	2.1.1 participants list 2.1.2 programme of the training 2.1.3 evaluation report
3.1 The management of the FM department participated in the training sessions and lectures on Hungarian and Dutch tax system and have evaluated it	3.1.1 participants list 3.1.2 programme of the training

3.2 Evaluation reports on the comparison study are available.	3.2.1 Comparison study on the Dutch Hungarian tax system 3.2.2 Evaluation grid
4.1 The FM management participated in the training about tax system boundaries	4.1.1 participants list 4.1.2 programme of the training
4.2 A document with all the relevant rules and regulations is available.	4.2.1 Document
5.1 The FM management participated in the training to desing a blueprint for tax systems	5.1.1 participants list 5.1.2 programme of the training
5.2 There is at least 1 draft blueprint developed	5.2.1 one draft blueprint
6.1 Representatives of the ANRA and the ministry are present at the final conference were the blue print is presented	6.1.1 participants list 6.1.2 programme of the training
6.2 Representatives of the ANRA and the Ministry are provided with a copy of the blueprint	6.2.1 copy of the blueprint. 6.2.1 picture were the bleu print is presented to the ANRA

7. Activities and planning (max. 2-3 pages)

- Provide in the table below a **detailed** description of the activities planned within the framework of this LOGO East project.
- If applicable include also a detailed description of the project preparation activities (if the costs are included in the budget as well).
- Note that CVs of the key experts (of all partners) involved in the project implementation need to be attached to this application as annex.

Clarification:

With *project preparation activities* all activities that can be financed under the LOGO East regulations and which are targeted at preparing the project proposal, such as fact-finding missions, are meant. Fact finding visits to the beneficiary partner are also considered as project preparation activities. Eligible costs are e.g. travel costs, salary costs, accommodation costs etc. to a maximum of 7,5% of the total project costs. A detailed description of the eligible costs can be found in chapter IV of this application form. Note that the costs for a fact-finding mission will only be reimbursed after approval of the submitted project proposal of the LOGO East Evaluation Committee.

Activities:

O. Final fact finding , preparing the project proposal and approval by VNG

7.0.1. Exploring and defining the equilibrium problem in general and more specific the funding problem concerning maintenance against flooding of the Romanian partner (STWD).

7.0.2. Communicating to define the plan of action (Logo East application form) .

7.0.3. Completion of the LOGO EAST Application Form. WRO will send the completed and authorised Application Form to VNG International before October 16, 2006 (before 17.00 hours Netherlands Time).

7.1. Exploring and evaluating the Dutch tax system

7.1.1. Set up of a list, in cooperation with the universities and the LOGO East partners, of relevant elements and aspects of the tax systems to be explored ➔ list of relevant elements and aspects (see 7.4.3.). The relevancy is dependant on the necessary knowledge to set up a blueprint.

7.1.2. Design an exploration and evaluation model for taxes, also based on list of relevant aspects.

7.1.3. Explore the tax system in the Netherlands and use the list of relevant aspects:

- → Communicate objects and subjects of interest to the Dutch partner;
- → Study visit to the Water board in the Netherlands WRO;
- → Lectures about used tax system, given by the Water board WRO;
- → Exploration report (issued by STWD) .

7.1.4. Evaluate the Dutch tax system, using the evaluation model → filled in evaluation grid.

7.2. Exploring and evaluating the Hungarian tax system

7.2.1. Explore the tax system in Hungary and use also the list of relevant elements (see 7.4.3.) and the outcome (exploration report) of the exploration in the Netherlands:

- → Communicate objects and subjects of interest to the Hungarian partner;
- → Study visit to the Water board in Hungary TTREW.;
- → Lectures about used tax system, given by the Water board TTREW;
- → Exploration report (issued by STWD).

7.3. (Final) evaluation of Dutch and Hungarian tax system

7.3.1. Evaluate both foreign tax systems (using the evaluation model) en fill in the results in the evaluation grid. (→ grids).

7.3.2. Evaluate all investigated relevant issues (elements: objects, subjects of interest) and come to conclusions relevant for the design of the blueprint. (→ Evaluation report).

7.4. Thesis on taxes (responsible for the production: STWD)

7.4.1. Communicate to the Universities of Cluj for thesis candidates. Selection of candidate(s) who fits(selection item: knowledge and experience of tax systems).

7.4.2. Design a plan of action to produce the thesis. Define milestones and (at)tune to the project steps (→ model of exploration, model of evaluation and framework for the evaluation grid.) Control production.

7.4.3. Before producing the thesis: make a description of all the relevant elements, objects and subjects of the tax system to be explored, evaluated and usefull for the design of the blueprint for a tax system, in accordance with the Romanian Laws. (→ input for exploring in the Netherlands and Hungary).

7.4.4. Produce thesis and communicate interim products and results also to the other partners.

7.5. Selection and design blue print

7.5.1. Design evaluation model in order to determine the value of the foreign tax systems.

7.5.2. Select tax systems, based on final evaluation report(s) and the outcome of the thesis.

7.5.3. Adjust the selected system for Romanian legislation and circumstances.

7.5.4. Define the elements (→ 7.3.3.) for the design of a tax blue print.

7.5.5. Design a blueprint and discuss result with partners.

7.6. Conference on cooperation among the water boards and the universities of Cluj and presentation of the results (i.e. blueprint) to ARNA and the representatives of the Central Government, Water Boards and Universities.

7.6.1. Organize conference.

The Romanian partner will (in good understanding with Dutch and Hungarian Partner) set up a conference about the cooperation between the three partners:

The presentation of the results of the exploration and evaluating of the foreign tax systems will be done by the chairmen of these water boards. Representatives of VNGi and EU representatives will be invited to attend the conference. The presentation of the thesis will be done by representatives of the Cluj universities.

The Chairman of STWD will present the blue print for the tax system to ARNA and Central Government and thee cooperating water board delegates and representatives of the Cluj universities.

7.6.2. The result of the conference (blueprint and reactions) will be communicated to the participants and a blueprint will be send to ARNA and the Central Government for approval.

	Description activity; objective of the activity	Planning (year, month, how long does the activity last)	Coordination/ Responsible	Who is involved in the execution (include CVs of the main experts)	Input (e.g. material, experts, money, studies)	Expected outcome of the activity
Activity 0	**Final fact finding , preparing the project proposal and approval by VNG.** **O. Final fact finding , preparing the project proposal and approval by VNG** 7.0.1. Exploring and defining the equilibrium problem in general and more specific the funding problem concerning maintenance against flooding of the Romanian partner (STWD); 7.0.2. Communicating to define the plan of action (Logo East application form) 7.0.3. Completion of the LOGO EAST Application Form. WRO will send the completed and authorised Application Form to VNG International before October 16, 2006 (before 17.00 hours Netherlands Time). Training in Constanta	2 weeks	Mr. A. Filip STWD Mr. J. In den Kleef Mrs. S. Eftimie STWD and Mrs. A. Filip STWD	Mr. A. Filip Mrs. A. Filip Mrs. S. Eftimie Mr. U Szekely STWD Mr. P. Daelmans Mr. H. Lutgens WRO Mrs. S. Eftimie STWD and Mrs. A. Filip STWD	Improving Internal management, (April 7 , 2006) by Mr.H. Lutgens Concept Logo East Application form June 16, 2006) by Mrs.S. Eftimie and Mrs. A. Filip	Elaborate and completion of the project proposal in accordance with the LOGO East Programme instructions. Interim product: elaborated Application Form based on the preliminary suggestions for a project proposal by Hans Lutgens . Actors: Mrs. S. Eftimie (STWD), Mrs. A. Filip (STWD) and Mr. S. Maathuis (VNG)

Activity 1	**7.1. Exploring and evaluating The Dutch tax system (<u>simultaneous and preceded by 7.4)</u>** 7.1.1. Set up of a list, in cooperation with the universities and the LOGO East partners, of relevant elements and aspects of the tax systems to be explored ➔ list of relevant elements and aspects (see 7.4.3.). The relevancy is dependant on the necessary knowledge to set up a blueprint. 7.1.2. Design an exploration and evaluation model for taxes, also based on list of relevant aspects. 7.1.3. Explore the tax system in the Netherlands and use the list of relevant aspects. → Communicate objects and subjects of interest to the Dutch partner; → Study visit to the Water board in the Netherlands WRO; → Lectures about used tax system, given by the Water board WRO; → Exploration report (issued by STWD) .	Start date: November End date: December 2006 Meeting in The Netherlands (for 4days)	Mr. A . Filip STWD Mr. J. In den Kleef Mr.L Kothay	Mr. A. Filip Mrs. S. Eftimie Mr. N. Bendae And the Involved employees (FM and legal office) STWD Involved student(s) of the Cluj universities. Mr. P. Daelmans Mr. H. Lutgens Mr. J in den Kleef WBL official(s) (tax department) WRO Mr. S. Toth/ Mr. L. Kothay TTREW	Tax expertise by the Universiteis of Cluj and the cooperating partners Documentation Tax laws and tax regulations Knowledge about structure tax systems (7.4) Description of all relevant elements, objects and subjects, to be explored in order to define and design a blueprint for a tax system (in accordance with the Romanian Law)	7.1.1.List of relevant elements and aspects of tax systems to be explored necessary for the desing (set up) a blueprint. 7.1.2. Exploration and evaluation model for taxes. 7.1.3. • Communication documents • Lectures documentation • Exploration report

	7.1.4. Evaluate the Dutch tax system, using the evaluation model → filled in evaluation grid.					7.1.4. Evaluation report and grid.
Activity 2	**7.2. Exploring and evaluating the Hungarian tax system** 7.2.1. Explore the tax system in Hungary and use also the list of relevant elements (see 7.4.3.) and the outcome (exploration report) of the exploration in the Netherlands. → Communicate objects and subjects of interest to the Hungarian partner; → Joint study visit to the Water board in Hungary TTREW.; → Lectures about used tax system, given by the Water board TTREW; → Exploration report (issued by STWD).	In January and February 2007 Hungary (meeting for 3 days in Hungary)	Mr. A . Filip STWD Mr. J. In den Kleef Mr.L Kothay	Mr. A. Filip Mrs. S. Eftimie Mr. N. Bendae And the Involved employees (FM and legal office) STWD Involved student(s) of the Cluj universities. Mr. P. Daelmans Mr. H. Lutgens Mr. J in den Kleef WRO Mr. S. Toth/ Mr. L. Kothay and tax officials/experts TTREW	7.1.1. List of relevant elements and aspects of tax systems to be explored necessary for the desing (set up) a blueprint. 7.1.2. Exploration and evaluation model for taxes. (7.4) Description of all relevant elements, objects and subjects, to be explored in order to define and design a blueprint for a tax system (in accordance with the Romanian Law	7.2.1 • Communication documents • Lectures documentation • Exploration report 7.2.1. Evaluation report and grid

Activity 3	**7.3. (Final) evaluation of Dutch and Hungarian tax system** 7.3.1. Evaluate both foreign tax systems (using the evaluation model) en fill in the results in the evaluation grid. (→ grids) 7.3.2. Evaluate all investigated relevant issues (elements: objects, subjects of interest) and come to conclusions relevant for the design of the blueprint. (→ Evaluation report)	Start date: March 2007 End date: April 2007	Mr. A . Filip STWD Mr. J. In den Kleef Mr.L Kothay	Mr. A. Filip Mrs. S. Eftimie Mr. N. Bendae And the Involved employees (FM and legal office) STWD Involved student(s) of the Cluj universities. Mr. P. Daelmans Mr. H. Lutgens Mr. J in den Kleef WRO Mr. S. Toth/ Mr. L. Kothay TTREW	Evaluation reports and grids (7.1.4. en 7.1.5) Knowledge of involved Romanian Laws and regulations	7.3.1. Final evaluation report and grid 7.3.2. Final evaluation report and conclusions for the design of a blueprint.
Activity 4	**7.4. Thesis on taxes (responsible for the production: STWD)** 7.4.1. Communicate to the Universities of Cluj for thesis candidates. Selection of candidate(s) who fits (selection item: knowledge and experience of tax systems).	Start date November 2006 End date: May 2007	Mr. A . Filip STWD	Mr. A. Filip Mrs. S. Eftimie Mr. N. Bendae And the Involved employees (FM and legal office) STWD Involved student(s) of the Cluj universities.	Knowledge of involved Romanian Laws and regulations	7.4.1. Agreements between STWD and Universities (Thesis),

	7.4.2. Design a plan of action to produce the thesis. Define milestones and (at)tune to the project steps (→ model of exploration, model of evaluation and framework for the evaluation grid.) Control production. 7.4.3. Before producing the thesis: make a description of all the relevant elements, objects and subjects of the tax system to be explored, evaluated and usefull for the design of the blueprint for a tax system, in accordance with the Romanian Laws. (→ input for exploring in the Netherlands and Hungary) 7.4.4. Produce thesis and communicate interim products and results also to the other partners.		Mr. J. In den Kleef Mr.L Kothay	Mr. H. Lutgens WRO Mr. S. Toth/ TTREW	Knowledge of Romanian tax systems. Communications between STWD, WRO and TTREW	7.4.2. Plan of action for production of thesis. 7.4.3. Description of all relevant elements, objects and subjects, to be explored in order to define and design a blueprint for a tax system (in accordance with the Romanian Law. 7.4.4. Interim products (like 7.4.3.) and thesis.
Activity 5	**7.5. Selection and blue print** 7.5.1. Design evaluation model in order to determine the value of the foreign tax systems.	Start date : May 2007 End date: June 2007	Mr. A . Filip STWD	Mr. A. Filip Mrs. S. Eftimie Mr. N. Bendae And the Involved employees (FM and legal office) STWD	Knowledge about evaluated tax systems. (reports). Specific knowledge about tax systems (Laws etc) in Romania.--> Thesis. (interim products).	7.5.1. Design of an evaluation model to determine the value of the foreign tax systems for STWD.

	7.5.2. Select tax systems, based on evaluation report(s) and the outcome of the thesis. 7.5.3. Adjust the selected system for Romanian legislation and circumstances 7.5.4. Define the elements (see → 7.4.3.) for the design of a tax blue print. 7.5.5. Design a blueprint and discuss result with partners.		Mr. J. In den Kleef Mr.L Kothay	Involved student(s) of the Cluj universities. Mr. P. Daelmans Mr. H. Lutgens Mr. J in den Kleef WBL official(s) (tax department) WRO Mr. S. Toth/ Mr. L. Kothay TTREW		7.5.2. Selection report 7.5.3. Adjustments report. 7.5.4.Define elements Report. 7.5.5.Designed blueprint and discussion abstracts.
Activity 6	**7.6. Conference on cooperation among the water boards and the universities of Cluj and presentation of the results (i.e. blueprint)to ARNA, CG, water boards and universities.** 7.6.1. Organize conference The Romanian partner will (in good understanding with Dutch and Hungarian Partner) set up a conference about the cooperation between the three partners:	Start date : July 2007 End date: September 2007	Mr. A. Filip	Mr. A. Filip Mrs. S. Eftimie Mr. N. Bendeae And the Involved employees (FM and legal office) STWD Involved student(s) of the Cluj universities.	Conference Accommodation Presentation tools Outcome Activities 1-5 Aggregated/accumulated knowledge for blueprint	7.6.1. • Programme of the conference. • Invitation list • List of participants that attended the conference

	The presentation of the results of the exploration and evaluating of the foreign tax systems will be done by the chairmen of these water boards. Representatives of VNGi and EU representatives will be invited to attend the conference. The presentation of the thesis will be done by representatives of the Cluj universities. The Chairman of STWD will present the blue print for the tax system to ARNA and CG and the cooperating water board delegates and representatives of the Cluj universities. 7.6.2. The result of the conference (blueprint and reactions) will be communicated to the participants and a blueprint will be send to ARNA and the Central Government for approval.		Mr. J. In den Kleef Mr. Kothay	Mr. Dr. J. Schrijen, Chairman of WRO 2 members of the council Mr. J. In den Kleef Mr. H. Lutgens Mr. P. Daelmans Mr. S. Toth/ Mr. L. Kothay TTREW		7.6.2. • Documentation of the results of the conference. • Blue print tax STWD tax system.

8. Risk analysis (max. ½ page)

Describe which external factors are not directly influenced by the implementation of this project, but do constitute a risk for the successful realisation of this project. Indicate as well whether these factors are addressed by other projects. Show the support / resistance in your organization. If necessary include a strategy for building support.

Clarification:

Each project involves external factors, which can positively or negatively influence the project implementation. Many of these external factors are beyond the reach of the project, but constitute big risks for the success of a project. It is important to have identified these factors as from the beginning of the project and to carefully monitor these in the course of the project. Examples of risks are: changing political representation by municipal council elections, good means of communication, capacity of actors involved, financial feasibility, etc.

Risks:

8.1. External risks coming form people, municipalities and other organizations / authorities.

In order to restore the equilibrium taxes will raise . This could cause resistance by the people, organizations and involved authorities.
The strategy to cope with this resistance contains the following elements:
a. communication plan, underlining the necessity of the measures (shortage of funds);
b. emphasize in the communication plan assurances that taxes will rise in minor steps and step by step (for example the taxes will rise no more than 4 %per year);
c. communicate the effects of tax : assure sufficient funding for vital maintenance against flooding.

8.2. Internal risks coming from human resource reallocation: tax department.

It is feasible that introduction of a tax system (and coherent tax department) will lead to necessary changes in operational activities of employees (reallocation of employees: reorganisation) as a result of imposing and collecting taxes. This could cause resistance among employees.

The strategy to cope with this resistance contains the following elements:
a. Guarantee that there will be no dismissals (job substitution is allowed);
b. STWD has the authority to implement changes;
c. Proper communication and training of involved employees;
d. Resistance is allowed and will be coped in an adequate HRM manner.

8.3. No support / rejection for/of the project and the blue print by the Central Government and ARNA :

a. Good interim communication to Central Government and ARNA (→enclosed letters of commitment/support from the Central Government and ARNA);
b. Central Government representative, Conference invitation to .

These sources will be coped with in the usual way and the relevance of this project for protection against flooding will be emphasized.

9. Sustainability (max. ¾ page)

Describe the measures taken to guarantee the sustainability of the project's results after the finalisation.

Describe in short, if applicable, any other projects and / or activities which support this project within the beneficiary organisation.

Please describe below if and how the results of this project will be disseminated by other means then the common LOGO East activities in the target countries (such as the Twinning Training, seminars and LOGO East dissemination workshop).

Clarification: Sustainability during and after the project is crucial for obtaining the project objective and the general objective. Necessary conditions for sustainability are, among other things: political basis for the project, organisational capacity, financial feasibility, continuity in executors and parties involved in the project, flexibility towards external influences, the project must fit within the multi-year vision of the municipality, etc...

9.1. Measures taken to guarantee the sustainability of the project's results after the finalisation:

- Political commitment of Central Government and ARNA (letters of support/commitment to this LOGO EAST project are included: please see annexes)
- Commitment of the board of Somes-Tisa Basin Committee (long term resource administration)
- (Letter of) endorsement Secretary of State
- Proper staff training and training of co workers (tax department), *Please elaborate !!!!!*
- Transfer and planning of implementation of knowledge of tax systems, planning and control procedures, registration (hard and software)systems → *by whom????*
- Guidelines for imposing taxes and tax collection → *by whom???*
- Work book financial management: planning and control imposing taxes and tax collecting

9.2. Dissemination

- Cooperation and counselling (other directorates/departments/ hydro graphic basins-catchments) within ARNA members
- Transpose "blue print" tax system in the other Waters Directorates in Romania (at ARNA level), or/and in the other subordinate Waters Management Systems
- Involvement of the universities of Cluj: students will contribute to the distribution of acquired Knowledge. → *Please include letter of commitment*

9.3. Cooperation after the project.

The partners have agreed on continuation cooperating after the expiration date of the project to ensure that the implementation of the blue print tax (and necessary adjustments system will be realized.

10. Public relations (if applicable) and dissemination of results

Please describe below the public relations activities planned connected to this LOGO East project.

10.1. The Project implementation and the results will be promoted thru local mass media.

10.2. In the final meeting people involved FM and all involved authorities from other water boards (Romania, The Netherlands WRO and Hungary TTREW) will be invited .

10.3. Romanian water boards will be invited, at the conference, to support the implementation of the designed blue print of the tax system.

10.4. Dutch, Hungarian and Romanian water board Authorities as well as the Central Government and ARNA representatives will be invited to attend at the conference.

11. Co-financing

Please indicate below the exact amount each partner contributes to the necessary co- financing of at least 10% of the project budget.
Please describe for each partner how this amount is financed (e.g. by input of days of the organisation's staff, by making available conference / seminar facilities, by investments, by hard cash, by contributions in hardware etc.) and will be accounted for.

TTREW co financing amount is 1 % of the budget.
STWD co-financing amount is 2,5 % of the project budget.
WRO co-financing is 6,5 % of the project budget.

Please see annex: A LOGO EAST FORMAT BUDGET for specification of the co financing.

BUDGET INSTRUCTIONS

General instructions

- It is obligatory to use the LOGO East budget format.
- The budget needs to be filled in on basis for activities. Note that for each activity the maximum reimbursements for each budget line item as explained below needs to be taken into account.
- Every relevant column has to be filled in for the budget
- The budget has to be in euros.
- Costs need to be realistic.
- It is not allowed to claim more then the standard compensations for the different costs as specified below.
- Do not use pro memorandum items (not known yet), but estimate (maximum) costs.
- Indicate in the budget the amount of co-financing for each partner and specify the costs.
- For the project preparation costs the same standard compensations as specified below apply as for normal project activities with a maximum of 7,5% of the total projects costs.
- Costs for project preparation are only reimbursed after the approval of the project proposal by the LOGO East Evaluation Committee and after approval of the final report (including financial report).

Instructions per line item

1. Return tickets (incl. airport tax)

Compensation on the basis of economy-class ticket. Maximum € 500 per ticket can be claimed.

2. Travel costs beneficiary country

Travel costs in the beneficiary country can only be reimbursed for the purpose of the working visit, such as from and to the airport and from and to a training venue. Travel expenses as part of the social programme cannot be claimed. Travel costs will be reimbursed on basis of second-class tickets for public transport and a fixed compensation of € 0.11 per kilometre.

3. Travel costs Central and Eastern European Country (CEE)

In case of a trinning project travel costs can be reimbursed in the CEE country only for the purpose of the working visit, such as from and to the airport and from and to a training venue. Travel expenses as part of the social programme cannot be claimed. Travel costs will be reimbursed on basis of second-class tickets for public transport and a fixed compensation of € 0.11 per kilometre.

4. Travel costs in The Netherlands

Travel costs in the Netherlands can only be reimbursed for the purpose of the working visit, such as from and to the airport and from and to a training venue. Travel expenses as part of the social programme cannot be claimed. Travel costs will be reimbursed on basis of second-class tickets for public transport and a fixed compensation of € 0.18 per kilometre. Car hire for transportation of small groups for the working visits is reimbursable. If the costs for car hire exceed € 5.000 prior approval of the LOGO East team has to be obtained.

5. Costs for visa

If necessary the costs for obtaining a visa will be reimbursed up to 100%.

6. Costs travel insurance

The premium for travel insurance for the participants of the working visits can be reimbursed up to 100%.

7. Accommodation costs in the beneficiary country

The costs for accommodation in the beneficiary country will reimbursed on basis of a daily subsistence allowance (DSA), a fixed compensation per person per night for each country and place specified by the United Nations. DSA is meant to cover the costs for hotel accommodation, meals, local transport, telephone costs etc. If the participants of the working visit stay with a host family, the daily allowance will be reduced by 50%. The applicable DSA rate can be found on the following website http://www.un.org/Depts/icsc/off/dsa/reports/dsa_frm.htm.. Please fill in at log in name: ICJ.TH1 (use capital letters) and at password: QIJO5711 (use capital letters). The amount of DSA is in US dollars. Please use the following website to convert US dollars into euros: http://www.oanda.com/convert/classic. The exchange rate needs to be included in the budget.

8. Accommodation costs in The Netherlands

The standard reimbursement for accommodation expenses (hotel and meals) for a working visit in the Netherlands is € 136 per person per night. If the participants of the working visit stay with a host family, the standard reimbursement will be reduced by 50%, thus € 68 per person per night.

9. Salary compensation for Dutch officials and administrators

Local and regional officials and administrators are allowed to claim a standard salary compensation up to € 200 per working day (thus from Monday to Friday) during their stay in the beneficiary country (only for the purpose of a working visit).

10. Salary compensation for officials and administrators from Central and Eastern European Countries (CEE)

Local and regional officials and administrators are allowed to claim a standard salary compensation up to € 100 per working day (thus from Monday to Friday) during their stay in the beneficiary country (only for the purpose of a working visit).

11. Costs for interpretation and translation in The Netherlands

Costs for interpretation in The Netherlands can be reimbursed up to a maximum of € 350 per working day (thus Monday to Friday). Costs for interpretation for the social programme cannot be reimbursed. Costs for translation of publications, training material etc. will be reimbursed to 100% of the costs. However costs for translation higher than € 500 need prior approval of the LOGO East team.

12. Costs for interpretation and translation in the beneficiary country.

Costs for interpretation in the beneficiary country can be reimbursed up to a maximum of € 150 per working day (thus Monday to Friday). Costs for interpretation for the social programme cannot be reimbursed. Costs for translation of publications, training material etc. will be reimbursed to 100% of the costs. However costs for translation higher than € 500 need prior approval of the LOGO East team.

13. Costs for publications

Costs for publications, training manuals, handbooks etc. can be reimbursed up to 100%. In case the publication costs exceed € 500, prior approval needs to be obtained from the LOGO East team. In the activity table an explanation on the costs need to be included.

14. Costs for training / seminars / conferences etc.

Costs for training, seminars and conferences such as room rent, equipment, conference folders etc. can be reimbursed up to 100%. In case the costs exceed a total € 1.000, prior approval needs to be obtained from the LOGO East team. In the activity table an explanation on the costs need to be included.

15. Investment costs

Costs for investment in hardware, equipment etc. can be financed up to 50% with a maximum of € 45.000. For this budget line item, prior approval of the LOGO East team needs to be obtained. In the project proposal and especially in the activity schedule an extensive explanation is required on what for the investments costs are used and why they are necessary.

16. Costs for (local) consultants / experts

Costs for hiring (local) consultants or experts, including their travel (local and travel and air tickets), visa, insurance and accommodation costs can be reimbursed up to a maximum of 40% of the total project budget. For the costs for return tickets, travel costs in the beneficiary and CEE country and The Netherlands and costs for visa and travel insurance the same rules apply as explained above under point 1 to 8.

17. Audit costs

For projects with a budget over € 15.000 an audit is required. The costs for auditing can be reimbursed up 10% of the total project budget.

18. Contingencies

Contingencies should not exceed 2,5%. This entry is meant to counterbalance variations in the rates of exchange for estimated activities.

19. Co-financing

For each project co-financing is required. The rate is set at a minimum of 10% of the total project budget. In the narrative application form under point 11 a detailed description of how this amount will be financed and accounted for is required. The co-financing can be in kind (such as working hours of staff, or making available seminar or conference facilities) but can also be investments.

V ANNEXES

A Logo East Format Budget

B Logo East Format CV

C Standard Form Annual Income

D Letters of commitment of the cooperating water boards

E Letter of endorsement of the Ministry of Environment and Water Management of Romania

F Statements of continuation cooperation implementing the blue print tax system.

Annex B

Curriculum Vitae

1. **Family name:** EFTIMIE
2. **First name(s):** SIMONA ANAMARIA
3. **Year of birth:** 1961
4. **Nationality:** Romanian
5. **Civil status:** Married
6. **Organisation:** "Apele Romane" National Administration, Somes-Tisa Waters Directorate, Waters Management System of Maramures County
7. **Present position:** Waters Quality Monitoring
8. **Years within the organisation:** 13 years
9. **Education:**

Institution	Polytechnic Institute of Bucharest, Faculty of Chemistry
From / To	1983-1988
Degree(s)	Bachelor of chemical engineering
Description	Chemical engineer
Institution	
From / To	
Degree(s)	
Description	

10. **Language skills: (Marked 1 to 10 for competence)**

Language	Speaking	Reading	Writing
English	8	9	8
French			
German			
Spanish			
Hungarian	7	8	7

11. **Professional experience record:**

Date	Location	Company	Position	Description
1988 – 1990	Borzesti	Petrochemical Works	Chemical engineer	"Fat Spirits" installation and Environment Protection Bureau of Chemical Plant Borzesti
1990 – 1993	Baia Mare	Environment Protection Agency	Chemical engineer	Responsible for heavy metals analysis in the Laboratory

1993 – present days	Baia Mare	"APELE ROMANE" National Administration, Somes–Tisa Waters Directorate, Waters Management System of Maramures County	Chemical engineer	Waters quality monitoring Deputy head of laboratory Responsible of quality's assurance of laboratory Responsible for heavy metals analysis by atomic absorption Internal auditor of quality's assurance for the laboratories of "APELE ROMANE" International relations and communication

12. International experience:

Date / Period	Country	Description
2002/ November	The Netherlands	Policies for Environment Protection and Waters Management
2003/ June and December	Hungary	Cross border Cooperation in Environment Protection and Waters Management
2003/September	Austria	Cross border Cooperation and Waters Management
2004/June	Hungary	Cross border Cooperation in Environment Protection and Waters Management
2004/September	Ukraine	Romanian –Ukrainian Cross border Cooperation
2005/ May	Ukraine	Romanian –Ukrainian Cross border Cooperation
2005/September	Bulgaria	QUA-NAS Project (EU) – Quality assurance
2005/ December	Slovakia	Policies for Environment Protection and Waters Management
2006/ March-April	The Netherlands	Human Resource Management and Financial Management (VNG)

13. Key qualifications:

1999 – Diploma of internal auditor of quality assurance (ISO 45001)

2000 – Accidental Pollutions Management and Prevention - UNDP Romania

2004 – Quality Assurance - QUA- NAS Project (EU)

2004 – Diploma of internal auditor of quality assurance (ISO 17025)

14. Others (e.g. publications):

Curriculum Vitae

1.	**Family name:**	SZEKELY
2.	**First name(s):**	IULIU FRANCISC
3.	**Year of birth:**	1949
4.	**Nationality:**	Hungarian
5.	**Civil status:**	Married
6.	**Organisation:**	“Apele Romane” National Administration, Somes-Tisa Waters Directorate, Waters Management System of Maramures County
7.	**Present position:**	Director of Waters Management System of Maramures County
8.	**Years within the organisation:**	31 years

9. Education:

Institution	Traian Vuia Polytechnic Institute of Timisoara, Faculty of Constructions
From / To	1967-1972
Degree(s)	Degree of Hydro technical Constructions
Description	Hydro technical Constructions engineer
Institution	
From / To	
Degree(s)	
Description	

10. Language skills: (Marked 1 to 10 for competence)

Language	Speaking	Reading	Writing
English	4	6	4
French			
German	6	6	6
Spanish			
Hungarian	10	10	10

11. Professional experience record:

Date	Location	Company	Position	Description
1972 -1975	Baia Mare	Land Improvement	Hydro technical Constructions engineer	Land Improvement
1975 -1993	Baia Mare	Waters Management System of Maramures County	Hydro technical Constructions engineer Head of Bureau Head of Department	Waters Works, Dikes Maintenance, Exploatation
1993 -	Baia Mare	Waters Management System of Maramures County	Hydro technical Constructions engineer	Director

12. International experience:

Date / Period	Country	Description
2003	Ukraine	Romanian –Ukrainian Cross border Cooperation
2004	Ukraine	Romanian –Ukrainian Cross border Cooperation
2005/ December	Slovakia	Policies for Environment Protection and Waters Management
2006/ April	Northern Ireland	FLAPP Project (Flood Prevention)

13. Key qualifications: 1997 – Post University Diploma in Waters Management Constructions Institute of Bucharest

14. Others (e.g. publications):

Curriculum Vitae

1. **Family name:** FILIP

2. **First name(s):** ARMIDA-COSMINA

3. **Year of birth:** 1970

4. **Nationality:** Romanian

5. **Civil status:** Married

6. **Organisation:** "Apele Romane" National Administration, Somes-Tisa Waters Directorate

7. **Present position:** Head of Human Resource Department

8. **Years within the organisation:** 10 years

9. **Education:**

Institution	Babes-Bolyai University of Cluj-Napoca, Economical Sciences Faculty
From / To	
Degree(s)	Diploma of economist
Description	Finance – accounting
Institution	
From / To	
Degree(s)	
Description	

10. **Language skills: (Marked 1 to 10 for competence)**

Language	Speaking	Reading	Writing
English	5	7	7
French			
German			
Spanish			
Etc.			

11. **Professional experience record:**

Date	Location	Company	Position	Description
18.12.1995-01.09.1998	Cluj-Napoca	Somes-Tisa Waters Directorate	Economist	Financial- accounting Department
01.09.1998 -	Cluj-Napoca	Somes-Tisa Waters Directorate	Head of Human Resource Department	Coordinate the human resource department

12. **International experience:**

Date / Period	Country	Description
2006/ March-April	The Netherlands	Human Resource Management and Financial Management

13. **Key qualifications:**

14. **Others (e.g. publications):**

Curriculum Vitae

1. **Family name:** FILIP

2. **First name(s):** AUREL

3. **Year of birth:** 1960

4. **Nationality:** Romanian

5. **Civil status:** Married

6. **Organisation:** "Apele Romane" National Administration, Somes-Tisa Waters Division

7. **Present position:** Financial Director

8. **Years within the organisation:** 7 years

9. **Education:**

Institution	Babes Bolyai University of Cluj-Napoca, Economical Sciences Faculty
From / To	1986-1990
Degree(s)	Diploma of economist
Description	Finance – accounting
Institution	
From / To	
Degree(s)	
Description	

10. **Language skills: (Marked 1 to 10 for competence)**

Language	Speaking	Reading	Writing
English	5	5	5
French			
German			
Spanish			
Etc.			

11. **Professional experience record:**

Date	Location	Company	Position	Description
1990-1993	Baia Mare	AGECOM	ECONOMIST	
1993-1999	Baia Mare	AGECOM	Chief accountant	Coordinate the economical-finacial activity of institution
1999-	Cluj-Napoca	Somes-Tisa Waters Directorate	Finacial Director	Coordinate the economical-finacial activity of institution

12. **International experience:**

Date / Period	Country	Description
05-07.04.2006	Northern Ireland	FLAPP Project (Flood Prevention)

13. **Key qualifications:** - student at " Financial Audit and Account Expert"

14. **Others (e.g. publications):**

Curriculum Vitae

1.	**Family name:**	Bendea
2.	**First name:**	Nicolae
3.	**Year of birth:**	1966
4.	**Nationality:**	Romanian
5.	**Civil status:**	unmarried
6.	**Organisation:**	National Administration “Apele Romane” - Somes – Tisa Waters Division
7.	**Present position:**	Referent on International Relations
8.	**Years within the organization:**	7

9. Education

Institution	“Babes - Bolyai” University, Cluj-Napoca Faculty of Political Sciences and Public Administration - International Relations Section - Public Administration Section
From / To	September 1992 – June 1996
Degree	1. degree in Political Sciences 2. degree in Public Administration
Description	**Graduation works:** “The demographic factor in International Relations”
Institution	Faculty of Political Sciences and Public Administration - Master in Political Analysis
From / To	September 1996 – June 1998
Degree	- master degree in Political Analysis
Description	**Graduation works:** “Positive discrimination systems”

10. Language skills:

Language	Speaking	Reading	Writing
English	Fluent	Fluent	Nasty handwriting, good typing
French	Fluent	Fluent	Nasty handwriting, good typing
Etc.			

11. Professional experience record:

Time period:	1996 – 1998	1998 -	1999 – 2002	2002 -
Location:	Cluj-Napoca	Cluj-Napoca	Cluj-Napoca	Cluj-Napoca
Institution:	Cluj-Napoca municipality - Public Domain Administration	“Avram Iancu” University in Cluj-Napoca - Public Administra-tion Faculty	Somes – Tisa Waters Division Cluj	Somes – Tisa Waters Division Cluj
Position:	Human Resources Adviser	Associated Professor	Inspector - Permits and Authorizations Service	International Relations Referent

12. International experience: -

13. Key qualifications: -

14. Other (e.g. pulications):

- Drafting of Project Proposals for the international funding agencies and sponsors – PHARE, ISPA, SAPARD, BEI, World Bank, NATO, DESWAT.
- Implementation of the international conventions, agreements and joint programmes on water management and trans-frontier collaboration.
- Vice-president of the Romanian Association for Political Sciences 1996 – 1999.
- Work experience and actual membership in several Non Governmental Organizations
- Several articles on International Affairs papers.

Curriculum Vitae

1.	**Family name:**	MINZAT
2.	**First name(s):**	MARIUS
3.	**Year of birth:**	1959
4.	**Nationality:**	Romanian
5.	**Civil status:**	Married
6.	**Organisation:**	“Apele Romane” National Administration, Somes-Tisa Waters Division
7.	**Present position:**	Director
8.	**Years within the organisation:**	1 year, 6 months

9. Education:

Institution	Polytechnic Institute of Cluj-Napoca, Faculty of Mechanics
From / To	1979 – 1985
Degree(s)	Diploma of engineer
Description	
Institution	
From / To	
Degree(s)	
Description	

10. Language skills: (Marked 1 to 10 for competence)

Language	Speaking	Reading	Writing
English	5	5	5
French			
German			
Spanish			
Etc.			

11. Professional experience record:

Date	Location	Company	Position	Description
1985 –1989	Drobeta – Turnu Severin	Institute for Naval Constructions	debutant engineer	
1989 - 1997	Dej	Fire-proof Materials Factory	Engineer	
1997-2004	Dej	Mayoralty of Dej	Vice – mayor	
2004-2005	Dej	SC PALIMAR PROD SRL	DIRECTOR	
2005 -	Cluj-Napoca	Somes – Tisa Waters Division	DIRECTOR	

12. International experience:

Date / Period	Country	Description

Curriculum Vitae

1.	**Family name:**	Lutgens
2.	**First name(s):**	Hans
3.	**Year of birth:**	1952
4.	**Nationality:**	Dutch
5.	**Civil status:**	Married
6.	**Organisation:**	Waterschap Roer en Overmaas/ Waterboard Roer and Overmaas
7.	**Present position:**	Concerncontroller since 2004.
8.	**Years within the organisation:**	2 years

9. Education:

Institution	Katholieke Universiteit Brabant/ University
From / To	• 1969 - 1974 (Economist) • 1976 - 1980 (Chartered Accountant)
Degree(s)	• Economist (Bedrijfseconoom,drs) and • Chartered Accountant (Registeraccountant , RA)
Description	
Institution	
From / To	
Degree(s)	
Description	

10. Language skills: (Marked 1 to 10 for competence)

Language	Speaking	Reading	Writing
English	9	9	9
French	7	7	6
German	9	9	8
Dutch	10	10	10

11. Professional experience record:

Date	Location	Company	Position	Description
1978-1986	Maastricht	Ministry of Finance	Accountant	Tax auditor
1986-1999	Zoetermeer	Ministry of Education and Science	Accountant	Auditor (Universities, Academic Hospitals etc)
1999-2004	Maastricht	Municipality of Maastricht	Controller	Controlling Member of the Management team

12. International experience:

Date / Period	Country	Description
1986-2006	Many West European countries (Germany, France, Spain, Austria etc.)	Accounting and consultancy Member of the Board of Commissioners of a Large International Company.

13. Key qualifications: Accountant, consultant, controller, manager, council member, assistant professor.

14. Others (e.g. publications): Informatie

Curriculum Vitae

1. **Family name:** Daelmans
2. **First name(s):** Philip
3. **Year of birth:** 1962
4. **Nationality:** Dutch
5. **Civil status:** Married
6. **Organisation:** Waterschap Roer en Overmaas
7. **Present position:** Coordinator Finance since 2004
8. **Years within the organisation:** 8 years

9. Education:

Institution	HEAO-economics Sittard
From / To	1981-1984
Degree(s)	
Description	
Institution	LOI Den Hague
From / To	1987-1988
Degree(s)	Tax-assistant
Description	

10. Language skills: (Marked 1 to 10 for competence)

Language	Speaking	Reading	Writing
English	7	9	7
French			
German	9	9	6
Spanish			
Dutch	10	10	10

11. Professional experience record:

Date	Location	Company	Position	Description
1984 -1986	Heerlen	Van der Laan & Siebesma	Assistent-Accountant	Auditing
1986 -1990	Swalmen	Municipality of Swalmen	Administrator	Control
1990 - 1993	Bergen (L)	Municipality of Bergen	Head finance	Financial control
1993 - 1997	Margraten	Municipality of Margraten	Head finance	Financial control
1997 - 1998	Susteren	Municipality of Susteren	Head finance	Financial control
1998 - 2004	Sittard	Waterboard Roer & Overmaas	Head finance & tax	Financial control

12. International experience:

Date / Period	Country	Description

13. Key qualifications: Financial manager

14. Others (e.g. publications):

Curriculum Vitae

1. **Family name:** DR. TOTH
2. **First name(s):** SZABOLCS
3. **Year of birth:** 1973
4. **Nationality:** Hungarian
5. **Civil status:** Single
6. **Organisation:** Trans-Tisza Region Environment & Water Directorate
7. **Present position:** Legal adviser
8. **Years within the organisation:** 2 years
9. **Education:**

Institution	University of Debrecen, Faculty of Law
From / To	1996-2002
Degree(s)	Iurist
Description	
Institution	University of Debrecen, Faculty of Law
From / To	2002-2005
Degree(s)	“Iurist specialized in European Law”
Description	

10. **Language skills: (Marked 1 to 10 for competence)**

Language	Speaking	Reading	Writing
English	6	7	6
French			
German			
Spanish			
Italian	5	6	5

11. **Professional experience record:**

Date	Location	Company	Position	Description
2002-2004	Debrecen	Law Firm of Dr. Szucs	Legal trainee	Legel train 0,
2004-present days	Debrecen	Trans-Tisza Region Enviroment & Water Directorate	Legal advisor	Contract law, labour law, public procurement management, EU projcets management

12. **International experience:**

Date / Period	Country	Description
2006/ March-April	The Netherlands	Human Resource Management and Financial Management (VNG)

13.	**Key qualifications:**	Iurist specialized in European Law, Public procurement manager, EU projects manager
14.	**Others (e.g. publications):**	

Curriculum Vitae

1. **Family name:** Kóthay
2. **First name(s):** László
3. **Year of birth:** 1963
4. **Nationality:** Hungarian
5. **Civil status:** Married
6. **Organisation:** Trans-Tisza Region Environmental and Water Directorate
7. **Present position:** Director
8. **Years within the organisation:** 19 years

9. **Education:**

Institution	Technical University of Budapest
From / To	1982 - 1987
Degree(s)	Civil engineer
Description	
Institution	University of Economics
From / To	1989 - 1991
Degree(s)	Engineer - economist
Description	

10. **Language skills: (Marked 1 to 10 for competence)**

Language	Speaking	Reading	Writing
English	10	10	8
French	-	-	-
German	-	-	-
Spanish	-	-	-
Russian	5	5	8

11. **Professional experience record:**

Date	Location	Company	Position	Description
1987-1992	Debrecen	TIKÖVIZIG	assistant	Operational works, tasks for development
1992-1999	Debrecen	TIKÖVIZIG	department leader	Operational and authority works, tasks for development
1999 -	Debrecen	TIKÖVIZIG	director	Governing the Directorate

12. **International experience:**

Date / Period	Country	Description
2005 -		FFEM (INTERREG III C) Project of Water Basin Management Member of Steering Committee
2005 -		FLAPP (INTERREG III C) Project of flood protection Member of Steering Committee
		ICPDR FPEG Membership
		EU EFAG Membership

Date / Period	Country	Description
1992 -	Romania	CADSES Crossborder cooperation

13. Key qualifications: Technical conductor, public procurement manager

14. Others (e.g. publications): References:

- Monitoring of the river Berettyó (ZZ9622-03-04)
- Development of Körös-valley's flood protection (HU-0107-02-01)
- Installation of monitoring system for water quality and runoff in the Berettyó and Ér segment (HU-RO-SCG-1/191)
- Program for environment protection (Protection of drinking water basis) (HU-RO-SCG-1/295)
- Development of the regulation for inland water in the Hungarian-Romanian area of common interest (HU-RO-SCG-1/154)