

# **General and Specific Objectives of the Phare Waste Management Programme In the Cismădie Area, Sibiu County, Romania**

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*Abstract:* The study is the result of the 2003 Phare Programme - "Small-scale Waste Management Investment Scheme" (Pilot Phase). The project has been started up November 2005 in Cismădie, Romania. The paper describes the general and specific objectives proposed by the project. The objectives derive from the needs and constraints imposed and that is why the paper approaches this theme too: to motivate the actions necessary to implement the project. Given the complexity of the project, the paper highlights the necessity of employing methods and techniques specific to project management.

**Keywords:** Project Management, Waste Management, Environment Management, PHARE funds.

## **1 Introduction**

The paper is the result of a pilot project developed in Romania in waste management area. The paper emphasizes the importance to develop appropriate objectives according to the EU environmental requests, but in the same time to take into account the needs, constraints, and opportunities in implementing this kind of projects in the target region.

## **2 The overall project goal and objectives, its relevance against the programme objectives**

### **2.1 The overall project goal**

The project goal is the improvement of the Local Public Administration's capacity for contributing to environmental protection by implementing a selective collection, process and capitalization

system on recycling waste in order to reduce the negative impact of its disposal on the environment.

### **2.2 Overall objective**

The overall objective is the assurance of technical and financial assistance for the local public authorities responsible for the waste management within the area of Cismădie town in order to reduce the amount of non-degradable waste and to stimulate the selective collection [8].

### **2.3 The specific objective**

The specific objective refers to the development of a selective waste collection system within the area of Cismădie town by purchasing transportation equipments, containers specific to waste collection, sorting machines and the construction of a transfer station for capitalizable waste.

### **2.4 Relevance**

The project fits in the main objective of the "Economic and Social Cohesion" Programme, contributing to the support of the Government of

Romania in implementing a multi-annual integrated policy of promoting the 2004-2006 local waste management [9]. This project shall help the local public authorities from Cisnădie and Sibiu in implementing the priorities of the National Development Plan (NDP) and the EU's directives on the development of investment potential, environmental rehabilitation and development of life quality within the community, as well as the people health protection.

### 3 Identification of the needs and constraints perceived in the area in question

#### 3.1 Needs [6]

- To implement the Regional Waste Management Plan (RWMP) and the Local Environmental Action Plan (LEAP – Sibiu) [10].
- To create a durable system addressed to waste management by changing the current practices and the by implementing the European methodologies and standards in order to reduce the impact of the current waste disposal on the environment.
- To improve considerably the waste collection and management system to abide by the new European regulations [9].
- To involve intensively the entire society in order to implement the European practices of waste collection: population, economic agents and local public authorities.
- To build urban and rural ecological facilities as well as transfer stations.
- To equip properly each locality for selective waste collection and disposal.
- To find solutions to eliminate hazardous waste.
- To implement a legal frame to protect and preserve the local bio-diversity.
- To draw up projects to promote the long-lasting development in the tourist area – the development of areas in order to practice the ecological tourism.
- To assure the material and human basis in order to develop an ecological education.
- To create a legal flexible basis at national level.
- To close 10 disposal facilities for household waste and assimilated ones in the towns of Sibiu county: Sibiu, Saliste, Ocna Sibiului,

Dumbrăveni, Copșa Mică, Mediaș, Cisnădie, Agnita, Avrig

#### 3.2 Constraints

- Difficulties of economic agents in managing the environmental issues.
- Difficulties in implementing the normative acts as a follow to an insufficient professional training of people responsible for the environmental protection at the economic agent level.
- Unsatisfying quantitatively and qualitatively environmental information at the economic agent level - self-monitoring.
- People violating the civic behavior norms, leading to consequences upon the polluting level and the environmental factors.
- The community is not ready to involve itself actively, to intervene in order to improve the environmental conditions.
- Difficulties in ensuring qualitative environment-related information.
- The informational fluxes of different institutions involved in environmental protection are not organized in a unitary system.
- The quality, quantity and relevance of environmental information related to the monitoring system are deficient.
- It is not enough personnel trained in management of relevant environmental information.
- It is not enough staff trained in preparing, analyzing and managing the projects.
- Non-complying management (pre-collection, collection, elimination) of household waste.
- The existence of non-ecological waste disposal facilities in the urban and rural environment.
- Anthropical investment-related pressures in the main tourist and recreation areas from Sibiu County, with a great impact on waste quantity generated and on its management.

### 4 Project justification

#### 4.1 Target group list and estimation of the direct and indirect beneficiary number.

The target group is formed of the population of the two localities compounding the Cisnădie town: Cisnădie and Cisnădioara, as well as of the economic agents and local public institutions

within their area. Those localities are within the Sibiu County, "Center" Region, Romania. There were identified as follows:

- The citizens within the area of Cisnădie town numbering approximately 16,000 (direct beneficiaries), grouped as follows: 3060 individual households, 880 families from blocks of flats, 368 economic agents;
- Public institutions of local interest (direct beneficiaries): Town hall, Police department; 6 kindergartens; 5 schools; 2 high-schools; 1 library; 1 centre of culture; 1 hospital; 1 pupils' club; 1 garden stuff market;
- Tourists who attend accommodation units from Cisnădie agro-tourism area (indirect beneficiaries).

#### **4.2 Reasons of choosing the target groups and the activities.**

- Cisnădie Town counts up to 50,000 habitants, locality which will become the legal owner of the works that are to be performed and improved.
- The Sibiu town lays in Sibiu County, 7 "Center" Area (Center" Area, no 7).
- Local Public Authority did not benefit from financial assistance for similar projects in the last 12 months preceding the funding application;
- The Local Public Authority is the legal owner of the ground where the project structures shall be established.
- There were identified the funds (grants) related to self-contribution, estimating minimum 10% of project budget, in cash.
- Co-funding is certified by a decision of Local Council of Cisnădie and County Council of Sibiu.
- Local Public Authority has stable and sufficient financial resources in order to assure the operation and preservation of funded structures and to maintain the continuity of organization within the project evolution and to participate to its financing;
- The Local Public Authority has experience and is able to demonstrate the capacity of managing activities equal to the magnitude of the project for which the funds are asked;
- A feasibility study [1],[2] was elaborated, and made by an expert and authorized team in accordance with Romanian regulations in this domain and approved by Local Council of Cisnădie and County Council of Sibiu. This study shows the maximum impact with

minimum costs to implement the project in this area;

- The feasibility study argues the funding durability of project after the cessation of EU's financing.
- It presents all the settlements, approvals and authorizations requested by Romanian legislation for studies that are to be made, rehabilitated and/or improved within the project.

#### **4.3 Project relevance for the target groups.**

- Waste from the area is dumped, fact that affects the environment by leakage from dumping holes. Those leakages infiltrate not only in surface waters but also in underground-waters being a straightforward menace for people's health and an adverse effect over life quality. In the same time, this fact does not comply with the requests of the new national and European regulations, thus needing significant improvements. The project contributes to the implementation of Romanian law in force concerning waste management in order to fulfill the EU's demands in the domain in question.
- Cisnădie town lays within an area with specific agro-tourism activities. The attenuation of the impact waste dump issued from the project could lead to the number growth of tourists and to extra-earnings for the accommodation units from the area, with immediate effect over tertiary sectors.
- The results of the project can be multiplied and disseminated within other project plans from waste management sector from other areas of the county and of Romania.
- The project will contribute with incomes to the local budget where infrastructure works shall be financed.
- Creating new jobs which shall drop the unemployment rate.

### **5 Conclusions**

Taking into account the triple project constraint (purpose, time, and budget) [7] it is considered that the activities necessary for the good project implementation shall be the following:

- To make local offices operationally and to equip them with apparatus (computers).
- Training the project staff and providing external documentation.
- Preparing the site for the construction of transfer station.

- Building the sorting station.
- Building the locations for euro-garbage cans.
- Purchasing transportation equipments.
- Purchasing equipments to equip the sorting station.
- Purchasing containers for waste collection.
- Contracting activities to recover waste.
- Recruitment, selection, employment, and training the operational staff.
- Placing the containers in order to collect waste.
- Technological evidence and starting up the collecting activities.
- Elaborating the information and educational guide for the target group.
- Activities to inform and to educate the target group.
- Promoting the project.
- Activity monitoring.
- Evaluating the project.

For the project to be successful, the activities proposed shall be performed according to a drawn plan, by using the tools and techniques of project management. Thus, there were replaced: the activity breakdown and implementation chart, allocation of financial resources (budget), allocation of human resources (responsibility chart), logical framework. A correct establishment of objectives, as well as the description and correct use of project management tools have entailed a favourable evaluation of project plan, by allocating the amount of 1,055,000 EUR, 90% representing Phare funds for the implementation. In this moment, the project is being run, i.e. it is at the stage of drawing the procurement dossier according to the European norms and procedures.

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