SECTOR PROGRAMME FICHE

PHARE 2006

for

PUBLIC ADMINISTRATION REFORM

PHARE 2006/018-147.01.03

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- **Basic Information**

CRIS Number:

PHARE 2006/018-147.01.03

Title:

Support to Public Administration Reform in Romania

Sector:

Sector Public Administration

Location:

Romania

Duration:

24 months

2004-2006 Multi annual programming exercise/ year 2006/phase 3

- **Objectives**

The overall objectives are set out below. These have not changed since the 2004 Sector Fiche.

The general goal of public administration reform in Romania

The goal is to achieve European standards and values of transparency, predictability, accountability, adaptability and efficiency in the Romanian public administration.

Overall objective of the Sector programme

The overall sector objective is to contribute to the general PAR goal by implementing public administrative reform in the areas of civil service reform, decentralization and de-concentration of public services, and the policy formulation process.

Programme Purpose

The sector programme has three **priorities:**

- civil service reform by developing a professional body of civil servants;
- local public administration reform through the continuation of the decentralization/ de-concentration process;

- central government reform through improvement of the policy formulation process.

The three priorities combine a significant investment in a sustainable public administration training and development initiative with the creation of new structures for decentralisation and de-concentration and the development of a new policy making process.

Regarding the third priority, significant progress was made through the adoption of Government Decision on standard procedures for policy-making, alongside with the set up of Public Policy Units in each line ministry starting with 1st of January 2006. This process was sustained by World Bank's PAL 2 Programme PPIBL financed technical assistance.

The PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making" will contribute to the development of decision-making and policy management by the Government of Romania, leading to more predictable and better-coordinated policies, stronger links between policy priorities and the budget, stronger regulation and the rule of law and reinforced policy development, coordination, implementation and monitoring.

Project Purpose for Priority 1
To make significant progress in the area of Civil Service Reform through:
- Project 1.4. Developing a corps of professional civil servants and the competences necessary for supporting Romania's public administration as a Member State of the EU
- Project 1.5 Adapting The Young Professionals Scheme to civil service reform and implemented accordingly
- Project 1.6 Further INA and RTCs supporting in addressing the challenges raised by the accession process

Project Purpose for Priority 2
Strengthening local public administration capacity to manage the decentralized services

Project Purpose for Priority 3
Improving the coordination, policy formulation and strategic planning system at central level.

The anticipated impact of the priorities is summarised in the table below.

Priority	Short title	Summary of expected impact, when achieving them
1.	**Support Civil service reform**	Updated system of selection, assessment and promotion by merit of civil servants starting in 2007.
		Implementation of a unitary pay system for the civil servants in order to ensure the decrease of the staff turnover, as well a better motivation and an improved capacity for retaining and promoting the staff.
		Enhanced institutional capacity of main stakeholders involved in the implementation of PAR.
		Improved informational systems for a more accurate management of the public positions and civil servants.
		Increased HR management capacities.
		Civil service transparency and accountability enhanced.

2.	**Support for the decentralisation/ de-concentration process in the Romanian public administration**	Improved public services delivery having in view better access of the citizens, promptly and quality services and a better adequacy between the services and the local needs by 2008. Coherent and effective assignment of responsibilities, financial resources and rights to all levels of local government by 2008. Local public administration able to efficiently manage the decentralized competences Production of first strategic plans in the period 2006 to 2008.
3.	**Improvement of the central government reform policy formulation process**	Coordinated systems for policy formulation process Strengthened capacity for the management of governmental structures concerning the policy formulation process

The priorities addressed by the Accession Partnership (AP) and The National Plan for Adoption of the Acquis (NPAA)

i) Develop the policy framework set by the 1999 law on Civil servants by introducing and implementing necessary secondary legislation.

ii) Devise mechanisms to ensure the accountability of civil servants and their independence from undue influences.

iii) Improve provisions for both initial and in service training.

iv) Develop a career structure based on transparent promotion and assessment

Measures for implementation

a) ongoing

The government has placed a considerable emphasis on administrative reform. A strategy has been adopted and an inter-ministerial committee announced to oversee the implementation of the strategy. However, implementation of the reform process remains at an early stage and this should be the focus of subsequent activities. This being said, specific measures that are worth noting are:

i) Much of the necessary secondary legislation has been adopted although a certain amount of revision is required this revision process has been launched). Setting up structure to implement legislation is an issue that still needs to be addressed.

iv) The National Agency for Civil Servants is developing a project to revise the existing system for promotion and assessment (with EU support).

b) planned

iii) A National Institute for Administration (primarily a training body for Civil Servants) was established during 2002. The main planned actions for NIA strengthening are:

- In the domain of the acceleration of the public administration reform: creating a corps of senior civil servants and the legal statute applicable to them

- Creating a Corp of professional public managers, within the Civil services.

- Designing and implementing the following mechanisms:

- A scheme for recruiting and promotion of civil servants;

-The salary system for civil servants, in order to improve the professional performances of the civil servants;
- Implementing the system for the evaluation of civil servants performances
- A mechanism for human resources planning in the civil service.

- Developing a Civil Service Ethic Code

Contribution to National Development Plan/ Structural Funds Plans

All projects in this Sector Fiche have links to the two priority axes in the Operational Programme for Administrative Capacity Development (OP ACD).

Cross Border Impact

Not Applicable.

- **Description**

Background and justification:

Note: This section should be read in conjunction with the equivalent sections in the 2004 and 2005 Sector Programme fiches.

Link to Government Sector Strategy
There has been a clear and direct link between the projects outlined in the Sector Programme fiche and the Government's PAR strategy going back to 2001. Chapter 11 of the current government programme sets out the direction proposed for Public Administration Reform. The Government's objectives for Public Administration Reform are:

- Reform of basic public services and of the public utilities of local interest

- Consolidation of the process of fiscal and administrative decentralization;

- Strengthening the institutional capacity of the structures within local and central public administration;

Regarding the strengthening of public policy and coordination process, two important normative acts were adopted. The project regarding the standard public policy formulation procedures was finalized and, on 14 July 2005 was approved by GD no. 775/2005. The G.D. includes procedures for the elaboration, implementation and evaluation of policies at central level. At, the same time a reform of the inter-ministerial bodies has been initiated through the G.D. no. 750/2005. According to this normative act, 11 permanent inter-ministerial bodies have been established on the following topics: justice and home affairs, European and foreign affairs, European integration, economy, market, competitiveness and business environment, administration and public function as well as local communities, social affairs and health, education, culture, sports and minorities, agriculture and rural development, regional development, infrastructure and tourism, the inter-ministerial council for crises and the one for strategic planning.

The stage of the implementation of the Updated Strategy concerning the acceleration of the public administration reform in Romania was evaluated and approved according to the Memorandum No.8092/25th from April 2005.

The PAR strategy makes a contribution to horizontal public administrative and judicial capacity (PAJC) in support of preparations for accession. In particular, the completion of the civil service reforms is an important contribution to addressing the political criteria for accession. The decentralization/ de-concentration reforms contribute to strengthening capacity for the general absorption of structural funds. The policy formulation process reforms are important institution building activities to support public administration in a post-accession context.

The targeted number of beneficiaries from the decentralization projects is 60 and the number of trainees on INA programmes is 100.

There were consultations with different NGO's (Pro-Democratia, Transparency International, Academic Romanian Society) on the opportunity of continuing the Young Professionals Scheme, during the meeting of legislative framework approval process and also within the Public Managers Commission.

As concerning the decentralization projects, NPO's were consulted (Communes Assosciation, The Romanian Local Authorities Federation) as well as the specialists in public services field within the Ministry of Administration and Interior.

Sectoral rationale

Gaps identified on the three main domains of the reform:

Although concrete actions were taken between 2001 and 2004 under the plan of reform, focusing mainly on **creating the necessary legislative and institutional framework** for improving and strengthening public administration, technical analyses carried out by Romanian experts, with the support of foreign consultants, revealed the deficiencies set out in the gap analysis tables set out on the following pages. As the 2004 and 2005 projects have not been completed the full gap analysis is shown.

The projects take account of recommendations in the Regular Country Monitoring Report issued by European Commission on October 2005 and seek to deliver outputs and results that address the specific issues raised. The sequencing of project programming within the Sector is unchanged to the one set in 2004, although some delays in contracting have arisen due to unforeseen difficulties in running tenders.

The "Development strategy of the National Institute of Administration" marks an important step in institutional strengthening. In this respect NIA's priorities for 2006 – 2009 lie in the field of evolution as a client-oriented continuous training institute; self-assertion on the continuous training market through the quality of the programmes and services provided and, the improvement of NIA's public image and visibility.

3.2.1. Identification of projects

Project no.	Title	Means required to implement	Relates to priority nr
4.	Develop a corps of professional civil servants and the competences necessary for supporting Romania's public administration as a Member State of the EU	TA	1
5.	Adapting the Young Professional Scheme to the	TA	1

Project no.	Title	Means required to implement	Relates to priority nr
	needs of the Civil Service Reform		
6.	Further NIA and RTCs support in addressing the challenges raised by the accession process	TA	1

Project no.	Title	Means required to implement	Relates to priority nr
3.	Strengthening local public administration capacity to manage the decentralized services	GS	2

Project no.	Title	Means required to implement	Relates to priority nr
1.	Developing the public policy formulation process as core priorities of the Government by: I. disseminating best practices and revising methodologies and procedures according to the assessment results (by end year 2007 II. increasing impact assessment capacities at the line ministries and setting up the methodological tools and guidelines in order to better substantiate public policies (together with line ministries) III. strengthening the strategic planning capacities and elaborating performance indicators in 3 pilot ministries based on which methodological framework for all ministries will be further developed (together with line ministries)	TA	3
2.	Increasing the effectiveness of the documents flow between GSG and line ministries by contracting technical assistance for designing and implementing a "e-portfolio"- a specialized IT application for managing documents submitted in the Government meeting and Preparatory meetings)	TA	3

3.2.2. Sequencing

The full sequencing of 2004-2006 projects based on the Gap Analysis is set out in the following table, against a checklist of project outputs.

For Civil Service Reform:

Gap	Action	Programming (Project Reference)		
		2004	**2005**	**2006**
Human Resources expansion/enhancement				
Lack of sustainability in managing and implementing the civil service reform;	Improving HR management instruments within the public sector and integrating them into a unitary management system;		Project 1.2 (NACS) Project 1.5 (CUPAR)	Project 1.5 (CUPAR)
Current recruitment and promotion systems within the civil service are not in line with the civil service reform objectives	Development and implementation of a national testing system, which will be used for the selection and the promotion within the civil service[1]		Project 1.5 (CUPAR)	Project 1.5 (CUPAR)
Lack of unitary standards regarding recruitment and promotion within the civil service;	Reviewing the systems for selection, performance assessment and promotion by merit and proposing and implementing improvement recommendations	Project 1.1 (NACS)	Project 1.5 (CUPAR)	Project 1.5 (CUPAR)
The lack of an integrated system of training and professional development of civil servants and the inability of the public sector to attract high qualified young professionals;	Establishing a national network including all providers of training in public administration;	Project 1.6 (NIA)	Project 1.6 (NIA)	Project 1.5 (CUPAR)
Low capacity of the middle and high civil servants in the Romanian administration	Creating a corps of professional public managers	Project 1.4, (NIA)	Project 1.5 (CUPAR)	Project 1.4(NIA) Project 1.5 (CUPAR)
The lack of a structured network of trainers in the field of public administration; There is a need for a clearer and	Creation of a pool of thematic teams of trainers at RTCs and NIA	Project 1.6 NIA	Project 1.6 NIA	Project 1.6 NIA

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[1] See annex 6 below.

visible mechanism of coordination between the activities of NIA and the 8 Regional Centers respectively. The mechanism should first and foremost address the attribution of responsibilities with regard to the quality standards in training. 2	Strengthening the network of training providers for public administration			
An assessment of the existing Romanian training institutions, nominates the National Institute of Administration as having the highest potential in successfully implementing the training programs on Structural Funds with the recommendation of further support in institutional strengthening. 3	Strengthening NIA's capacity to implement training programs	Project 1.6 NIA	Project 1.6 NIA	Project 1.6 NIA
Not enough funds for participation of the civil servants in training programs;	* not depending on Phare assistance			
Unclear assignment of responsibilities of HR departments within institutions of the public administration in terms of ongoing training of own personnel;	* not depending on Phare assistance			
No correlation between the training of civil servants and their career development;	Creation of an integrated system of training	*Project 1.4 (NIA)*	*Project 1.6 (NIA)*	***Project 1.6*** *(NIA)* ***Project 1.5 (CUPAR)***
Existence of some major organizational and operational differences between ongoing training providers;	Establishing a national network including all providers of training in public administration	*Project 1.6 (NIA)*	*Project 1.6 (NIA)*	***Project 1.6*** *(NIA)*

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[2] The ECOTEC "Interim Evaluation of the European Union pre-accession instrument PHARE" from 30th of January 2006
[3] The evaluation of the EU funded project "Training on project design and preparation, monitoring and assessment, and project Cycle Management" RO 2002/000-586.03.01.03

Low HR capacity of NIA and RTCs	Training programmes for NIA's and RTCs' staff in accordance with the needs identified Train of trainers programmes	*Project 1.6 (NIA)*	*Project 1.6 (NIA)*	***Project 1.6** (NIA)*
Procedural&system development				
Poor logistical support of NIA and RTCs	Improving the logistical support of NIA and RTCs	*Project 1.6 (NIA)*	*Project 1.6, 1.7. (NIA)*	***Project 1.6,** (NIA)*
Regulatory and enforcement activity				
Difficult integration of the Public Managers within the administrative system	Adaptation of YPS to the further needs of civil service reform, securing due integration of the YPS graduates.[4]		*Prot 1.5 (CUPAR)*	***Project 1.5 (CUPAR)***
Lack of unitary standards regarding recruitment and promotion within the civil service;	Reviewing the systems for selection, performance assessment and promotion by merit and proposing and implementing improvement recommendations	Project *1.1 (NACS)*	Project *1.5 (CUPAR)*	***Project 1.5 (CUPAR)***

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[4] This action will be supported by the development of the legal and institutional mechanisms for an efficient absorption of the Public Managers in the Public Administration system through Phare 2003

For Decentralization/ De-concentration process:

Gap	Action	Programming (Project Reference)		
		2004	*2005*	*2006*
Legislation (primary and secondary)				
Lack of political consensus on goals of decentralization resulted in an inconsistent implementation process;	Primary and secondary legislation as well as mechanisms and procedures to sustain the implementation of the decentralization process; An inter-ministerial technical committee in charge with the coordination and monitoring of the decentralisation / de-concentration process;	Project 2.1 CUPAR Project 2.1CUPAR		
Regulatory and enforcement activity				
The process of decentralization and de-concentration of public services is incomplete: competencies of different levels of government have not been adequately clarified and have not been matched with corresponding transfers of property and fiscal resources	Sectoral groups in charge with elaboration of the sectoral strategies and impact analysis related to the decentralization in certain domains;	*Project 2.1 CUPAR*		
Local autonomy is limited by the lack of rule based and predictable intergovernmental financial transfers, inadequate locally generated revenues, and constraints on local decision-making capacity to approve and control activities;	Addressing the lack of predictability and clarity in allocating inter-governmental transfers limits local planning and efficient use of resources; Professionalisation of the Prefect function	*Project 2.1 & 2.2. (CUPAR)*	*Project 2.3.3 (CUPAR*	***Project 2.3 (CUPAR)***

Transfer of competencies was not accompanied by the transfer of adequate financial resources and decision making rights to the local level;	Adjusting the equalization mechanisms to ensure just distribution and equity among local authorities from different counties			*Project 2.3.1. (CUPAR*	***Project 2.3 (CUPAR)***	
Limited capacity to generate own source revenues for local governments limits financial autonomy;	Adjusting the equalization mechanisms to ensure just distribution and equity among local authorities from different counties			*Project 2.3.3 (CUPAR*	***Project 2.3 (CUPAR)***	
Human Resources expansion/enhancement						
The earlier practice of responsibility allocations without sufficient preparation and training created limitation in local capacity to efficiently organize the service delivery.	Introducing institutional arrangements to strengthen the transparency of local public finance. Important rights were not transferred to the local authorities that restrict local capacities for efficiently organizing service delivery (e.g. price setting authority for several utilities)	*Project 2.2 (CUPAR)*		*Project 2.3.1 (CUPAR*	***Project 2.3 (CUPAR)***	

For policy formulation process:

Gap	*Action*	*Programming (Project Reference)*		
		2004	*2005*	*2006*
Regulatory and enforcement activity				
Most of the administrative changes made so far have been driven by external factors (financial requirements, etc.). Internally generated reforms to promote more administrative efficiency have lacked consistency. The internal capacity to analyze, develop and to implement new policies and to enforce new laws has been inadequate;	The set up of a standard system regarding the design of public policies through the adoption of Government Decision 775 on standard procedures for policy-making, alongside with the set up of Public Policy Units in each line ministry starting with 1st of January 2006[5]			
Procedural & systems development				
A limited degree of efficiency for the developing/ organization of government meetings;	This issue is not relevant for PHARE assistance being foreseen to be addressed by the improvement of the internal			

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[5] World Bank's PAL 2 Programme PPIBL financed technical assistance

	organization of the Government.			
Limited capacity of the General Secretary of the Government to achieve a political coordination and a qualitative monitoring of the process of government policy implementation;	Strengthening the institutional capacity at the central level (General Secretariat of the Government and Prime-Minister Chancellery) regarding the instruments for formulation, monitoring and evaluation of the public policies (cost-benefit analysis, impact analysis)	TW^6		*PHARE 2006 TA (PPU)*
Limited technical substantiation of the decision's proposals regarding the public policies sent for Government approval (generally there is a budget estimate but there are no studies for social and economical impact);	Impact analysis related to the public policy implementation process; Contracting an individual consultant regarding strategic planning activities and linking national policy to the budget (Public Expenditure Management).[7].	TW^6		*PHARE 2006 TA(PPU)*
Lack of transparency within the process of public policies formulation and implementation;	Testing the effects of public policies within a pilot phase;	TW^6		*PHARE 2006 TA(PPU)*
Human Resources expansion/enhancement				
For Policy development, a primary responsibility of the Government, a subordinate role has been accorded and is not supported by technical analysis. Also, coordinating	Training on approaches and procedures regarding the measurement of the public policies effects; Specialized training for the key actors involved within the policy formulation	TW^6		*PHARE 2006 TA(PPU)*

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[6] PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordNIAtion and for decision making"

[7] The GSG has submitted an official request to Ministry of Public Finance - PAL Management Unit - PPIBL for a technical assistance under the Dutch Grant

[8] The training sessions were organized by Public Policy Unit with the support of World Bank

mechanisms are poorly developed, failing to provide proper coherence to the decisional process	process. Training sessions with more than 100 representatives of line ministries on the new public policy procedures during June and July 2005[8]			

Note: Extensive reforming process of the existing inter-ministerial bodies, following mainly the inter-ministerial communication and coordination efficiency. The inter-ministerial structures organization reform presumes adopting a new system to act according to the principle: an inter-ministerial body for a major domain and more problems afferent to this body[9].

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[9] This reform was put in place by Government Decision no.350 /2004

Results

3.3.1.1 Purpose

To make significant progress in the area of Civil Service Reform

3.3.1.2 Results
Task 1.4

Develop a corps of professional civil servants and the competences necessary for supporting Romania's public administration as a Member State of the EU

Task 1.5.

1.5.1 INA strengthened for training the YPS participants and in-service training for public managers

1.5.2. NACS strengthened for managing the career development of the public managers and the testing system for organising the open national competition

1.5.3. CPM strengthened for assuming the monitoring role within the open national competition process and the monitoring role of the evaluation process of public managers

   1.5.4. Monitoring system for analysing the impact of the public managers on the public administration elaborated and implemented

   1.5.5. Planning, control and monitoring systems and procedures to enable CUPAR to manage the YPS scheme and the Public Managers are further developed

1.5.6. YPS third cycle is adapted to the current needs of the civil service reform and implemented accordingly

1.5.7. A set of tests and procedures for open national competition elaborated and implemented

1.5.8. An analysis regarding the public administration needs for public managers positions completed

Task 1.6.

Further INA and RTCs support in addressing the challenges raised by the accession process

- INA supported in facing the challenges raised by Romania's new European statute
- Coordination mechanism between INA and RTC's operational
- The functionality of the in-service training partners network assured
- RTCs' further supported in implementing in service training strategy

Priority 2: *Support for the decentralization / de-concentration process in the Romanian Public Administration*

3.3.2.1 Purpose

To make significant progress in the area of decentralization and de-concentration process

3.3.2.2 Results Project 2.3

The Grant Scheme for The Local Government Development and Modernisation Fund is implemented.

The scheme will permit the financing of projects in key areas for the modernisation of local public administration: public management, human resources, communication, partnerships and participatory processes with citizens.

Means: **Grant Scheme**

> Priority 3: Supporting the public administration reform through the improvement of the public policy formulation process

3.3.3.1 Purpose
Improving the coordination, policy formulation and strategic planning system at central level

3.3.3.1 .2 Results
A better coordinated and substantiated policy formulation and strategic planning system at central level.
Results Project 3.1
- Diagnose report
- Best practices brochures disseminated to line ministries
- Trained staff on impact assessment- 60 civil servants from PPUs in GSG and line ministries and 30 high civil servants in line ministries
- Handbook on economic assessment
- Handbook on social assessment
- Handbook for strategic planning methodology
- 3 set of performance indicators for each pilot ministry
- Guidelines developed to support the line ministries in designing performance indicators
- Trained staff on strategic planning and performance indicators- 60 civil servants from PPUs in GSG and line ministries and 30 high civil servants in line ministries

Results Project 3.2
- A more effective communication network through developing "e-portfolio"- a specialized IT application managing documents submitted in the Government meetings and Preparatory meetings

Means: **Technical Assistance Contract**

Activities

Priority 1
Task 1.4.
1.4. Develop a corps of professional civil servants and the competences necessary for supporting Romania's public administration as a Member State of the EU through:
1.4.1. *Supporting INA in delivering specialized programmes*
-Prepare INA's training managers in order to ensure the sustainability of the specialized programme for senior civil servants
- Assisting INA's specialized training department in completing the selection of the candidates for specialized programmes

-Supporting INA in delivering the training modules of the specialized programmes where there is a lack of national expertise

-Organising and financing internships in EU Member States Public Administrations for a certain percentage of the specialized programmes' participants

-supporting INA's specialized training department in using and implementing e-learning methods in delivering training modules

1.4.2. Adapting INA's short term courses to the requirements imposed by the membership to the EU

-reviewing the training needs analysis (identifying new topics where there is a lack of national expertise)

-reviewing the key training areas for the short term courses

-selection of external trainers who are to be trained in the new topics

-delivering the ToT

-assisting INA's training managers involved in short term courses in implementing these courses

-organizing a pilot programme which will target experience exchange between Romanian civil servants and foreign countries public sector personnel in an identified area of expertise

Task 1.5

1.5.1 Strengthening the capacity of the institutions involved in the management of Public Managers career (INA, NACS, CUPAR and Commission for Public Managers - CPM)

a. Training for the staff of the involved institutions in YPS development

b. Developing training curricula for YPS participants

c. Developing in-training service curricula for Public Managers

d. Training delivery to the members of the CPM

1.5.2 Elaborating and implementing a monitoring system for analysing the impact of the public managers on the public administration system on the basis of a performance indicators system

a. Elaborating Performance Indicators system

b. Elaborating and performing a monitoring procedure

1.5.3. Further developing the YPS (selection, training, evaluation and internships)

a. Selection process organized for YPS candidates

b. Training delivery to YPS participants to INA

c. EU internships organized and financed

d. Evaluation the YPS participants

e. Conducting an analysis of the needs for Public Managers positions

1.5.4. Elaborating and implementing a testing system for organising the open national competition in order to access to the public managers positions

a. Elaborating &implementing a set of national tests

b. Organizing the national competition

Task 1.6.

1.6. Further INA and RTCs support in addressing the challenges raised by the accession process

through:

1.6.1. Further INA's support in facing the challenges raised by the new European statute
Preparing INA's personnel for the new challenges raised by the new European statute
Supporting INA in updating the training strategy to the new requirements
Assisting INA in revising the organizational strategy
Supporting INA's personnel in charge with managing and operating the languages labs
Additional guidance in promoting INA's image (marketing, PR activities, newsletter
Support in developing NIA's a research and consultancy activities
Support for the Institute in the transition to Structural Funds
Further support in developing e-learning training manuals

1.6.2. Sustaining the coordination mechanism between INA and RTC's
Developing INA – antennas – RTCs – NACS network
Organizing different seminars*/conferences in a joint collaboration with RTCs*
1.6.3. Further support in assuring the functionality of the in-service training partners network
Support in designing a SWOT analysis of the in-service training partners network
Proposals for improving the in-service *training partners' network*

1.6.4. Further RTCs' support in implementing in service training strategy
Reviewing the training needs analysis (identifying new topics at the local administration level where there is a lack of national expertise)
Preparing RTC's personnel for the new challenges raised by the new European statute
Train of trainers programmes in the topics identified
Supporting RTCs in developing their organizational strategy (including annual action plans and budgeting)

Priority 2

Project 2.3

The grant scheme is dedicated to local administration authorities that can conclude partnerships with NGOs and other local authorities (county or local).
The guidelines for applicants will be set up by CUPAR and will be available on the Ministry's web-site.
The promotion campaign will be held by CUPAR in each county with the support of the Prefecture's offices in order to stir up good quality projects. (from CUPAR's experience all documents of the scheme will be translated in Romanian for a better understanding of the rules involved)
The selection of good projects will be in accordance with the criteria and grid from the guidelines for applicants approved by the Contracting Authority.

Eligible activities under the grant contracts:

- projects to sustain the development of partnership at local level, with a purpose of a more efficient application for the structural funds;

- projects to sustain the specialised personnel training to be prepared for the decentralized process of local governing, for a better management of the

decentralised public services and for a more efficient management of the future structural funds;

- projects to ensure the endownment with IT equipment as well as other components, equipments, instruments for ensuring a more efficient activity in the local governing and in the public services at local level;

- projects to sustain the elaboration of studies, research, strategies for local development;

- projects to support the dissemination of information concerning the local governing and improvement of public services at local level;

Maximum amount of one grant will be 110.000 Euro

Priority 3, Project 1-

- Diagnose report
- Best practices brochures disseminated to line ministries
- Trained staff on impact assessment- 60 civil servants from PPUs in GSG and line ministries and 30 high civil servants in line ministries
- Handbook on economic assessment
- Handbook on social assessment
- Handbook for strategic planning methodology
- 3 set of performance indicators for each pilot ministry
- Guidelines developed to support the line ministries in designing performance indicators
- Trained staff on strategic planning and performance indicators- 60 civil servants from PPUs in GSG and line ministries and 30 high civil servants in line ministries

Priority 3, Project 2

Project 3.1

I.
- Creating a working group for drafting an assessment report regarding the stage of the policy reform and for recommending the necessary adjustments
- Collecting best practices concerning public policy process and elaborating the brochure
- Organizing a seminar for disseminating the best practices

II.
- Developing new responsibilities to be exercised by high civil servants within the new framework;
- Delivering specialized training for senior civil servants regarding the impact assessment
- Workshops and specialized training for PPU's both at GSG and line ministries
- Elaborating the Handbook on economic assessment
- Elaborating the Handbook on social assessment

III.

- Delivering specialized training for senior civil servants regarding the strategic planning and performance indicators
- Workshops and specialized training for PPU's both at GSG and line ministries for strategic planning and performance indicators
- Elaborating the Guidelines necessary for line ministries to design the performance indicators
- Elaborating the Handbook necessary for line ministries for strategic planning methodology

Activities Project 3.2

- Developing "e-portfolio"- a specialized IT application managing documents submitted in the Government meeting and Preparatory meetings

Linked Activities:

Completed Projects

Project	Linked to:
PHARE RO-0106.01 Strengthening the institutional capacity of the Ministry of Administration and Interior	Priority 1 and Priority 2 (CUPAR)
PHARE RO-0106.02 Develop an operational National Institute of Public Administration capable of educating competent civil servants	Priority 1
PHARE RO-0106.03 Creating a Corps of Professionals Public Managers within the Civil Service	Priority 1
PHARE RO-0106.04 Design and implement mechanisms for the full application of the Civil Servants Statute Law	Priority 1
PHARE Twinning Light - RO 0106.06 - Support to the drafting process of the public administration reform strategy	All Priorities

Current active Projects

Project	Linked to:
PHARE RO-2002/000-586.03.02 "Decentralisation and development of the Romanian local public administration	Priority 2
Phare RO-2003/005-551.03.01 "Support for public administration reform process in Romania	Priority 1
Project RO/04/IB/OT/01 "Decentralisation and deconcentration	Priority 2
PHARE RO/04/IB/02 – "Support for decentralization/ deconcentration process and its monitoring"	Priority 2
PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making"	Priority 3

World Bank's PAL 2 Programme PPIBL	Priority 3

Other donors
Completed Projects

Project	Linked to:
OECD-SIGMA assesses regularly the progress of the reform and provides its support on the following areas: the Civil Service Reform (legal framework and institutional development), the Management of Public Expenditure, the Public Procurement system, the policy-making system and the financial control and audit systems;	Priority 1 Project 2005: 1.5 (CUPAR) Project 2006: 1.5 (CUPAR) Priority 2: Project 2005: 2.1, 2.3 (CUPAR) Project 2006: 2.3 (CUPAR)
The World Bank has actively supported the decentralisation of the administration, through PAL 1 and PAL 2.	Project 2004:2.1 (CUPAR) Project 2005: 2.3 (CUPAR) Project 2006: 2.3 (CUPAR)
In 2000, a training programme on European affairs and public management for civil servants was started by ENA and financed by France Government;	Priority 1 Project 2005:1.6 (NIA)
The European Bank for Reconstruction and Development (EBRD) and United States Agency for International Development (USAID), in the local government financial management sector;	Priority 2
Dutch, (MATRA project) Spanish and French bi-lateral assistance, providing training to central and local administrative staff;	Priority 1 Project 2005:1.6 (NIA) Project 2004: 2.1(CUPAR)
Canadian technical assistance for National Institute of Administration through a training of trainers program;	Priority 1 Project 2005:1.6 (NIA)
Training possibilities in German public administration have been organized on the basis of a cooperation agreement between National Institute of Administration and InWent GMBH (Bonn, Germany).	Priority 1 Project 2005:1.6 (NIA)

Current active Projects

Project	Linked to:
"Romania Capacity Building" developed in partnership with the Institute of Public Administration (IPA) – Ireland and financed by the Irish Department of Foreign Affairs (DFA)	Priority 1 Project 1.3 (NIA)

Project A0 11600000 "Adapting the central public administration level to the EU structures" developed in partnership with InWent, Germany and Institute for European Politics, Germany	Priority 1 Project 1.3 (NIA)
Partnership agreement with Bakov, Germany	Priority 1 Project 1.3 (NIA)
World Bank (PAL2)Technical Assistance through PPIPL-Strengthening capacity of the Government for public policy formulation at central level	Priority 3: (TA) on PHARE 2006
The GSG has submitted an official request to Ministry of Public Finance - PAL Management Unit - PPIBL for a technical assistance under the Dutch Grant	Priority 3

Governmental Actions undertaken in the field:

Action	Linked to:
Adoption of two Emergency Government Ordinances (no.56/2004 and no.6/2005) regarding the special statute of the Civil Servants called Public Managers. Through the Prime-Minister's Decision no. 461/2005, the Public Managers Commission was set up and entered into force.	Priority 1
The laws package concerning the public administration reform, comprising of: Law on decentralization of the public administration, Law for the modification and completion of Law 215/2001, Law for the modification and completion of Law 188/1999, Law on local public finances. All package is forwarded to the Parliament for approval.	Priority 1 Priority 2
Adoption of Government Decision on standard procedures for policy-making (entering into force starting with 1st of January 2006); alongside with the set up of Public Policy Units in each line ministry starting with midyear 2005.	Priority 3
The project regarding the standard public policy formulation procedures was finalized and, on 14 July 2005 was approved by GD no. 775/2005. The G.D. includes procedures for the elaboration, implementation and evaluation of policies at central level.	Priority 3
A reform of the inter-ministerial bodies has been initiated through the G.D. no. 750/2005. According to this normative act, 11 permanent inter-ministerial bodies have been established on the following topics: justice and home affairs, European and foreign affairs, European integration, economy, market, competitiveness and business environment, administration and public function as well as local communities, social affairs and health, education, culture, sports and minorities, agriculture and rural development, regional development, infrastructure and tourism, the inter-ministerial council for crises and the one for strategic planning.	Priority 3

Lessons learned:

In the light of the political criteria laid down by the Copenhagen European Council, the 2001-2005 EU Regular Reports on Romania's progress toward accession are considering the establishment of the key institutions involved in the reforming the public sector: Central Unit for Public Administration Reform, National Institute of Administration, National Agency for Civil Servants and the General Secretariat of the Government. Moreover, the above reports as well as Phare interim evaluation and monitoring reports (SIGMA) are emphasizing some issues raised during implementation of the projects.

See annex Lessons Learned 2006.

- **Institutional Framework**

The Ministry of Administration and Interior (MAI) coordinates and implements the multidirectional Public Administration Reform strategy. There are three institutions, under the aegis of the MAI, involved in the first priority of the strategy – the creation of the professional corps of civil servants:

CUPAR is responsible for the overall co-ordination of the strategy and manages the implementation of the Young Professional Scheme.

NIA is responsible for implementation of the in-service training strategy at both national and local level. The eight Regional Training Centres are separate entities from NIA responsible for meeting the training requirements at local government level for the counties they serve. The NIA and the Regional Training Centres are developing the capacity, qualifications including accreditation, networks and international contacts to promote and support the transformation process of the Romanian public administration in an effective way but have limited material and human resources, considering the complexity of current reform activities and the training requirements of the reform process.

For Priorities 1 and 2, the Implementing Authority (IA) is the Ministry of Administration and Interior through NIA (Priority 1 –Projects 1 and 3), CUPAR (Priority 1 –Project 5 and Priority 2) and PPU (Priority 3).

The PIU established at the CUPARs' level related to the public administration reform, will become responsible for the overall technical co-ordination and proper implementation of the activities identified under the components listed in this sector program fiche (Priority 1 – Project 5 and Priority 2).
The PIU established at the NIAs' level related to the civil service reform, will become responsible for the technical implementation of the activities identified under the components listed in this sector program fiche NIA (Priority 1 –Projects 4 and 6).
The PIU established within PPU from GSG is responsible for the overall technical co-ordination and proper implementation of the activities identified under the priority 3 components .

The persons appointed as Senior Programme Officers (SPO) who will also chair the Steering Committees will represent them. The SPO's are in charge with the technical implementation of the projects in accordance with Phare rules, regulations and procedures. Programme Implementation Units (PIU) are established to assist the PO's in the technical implementation in accordance with Phare rules, regulations and procedures. The Programme Implementation Units will provide technical support and expertise for the implementation of the technical assistance projects.

The Central Finance and Contracts Unit (CFCU) will be responsible for the tendering, contracting, administration, accounting, payments and financial reporting for the technical assistance projects, acting as Implementing Agency.

- **Detailed Budget**

Indicative budget for the budgetary year 2006

	Phare/Pre-Accession Instrument support	Co-financing			Total Cost
€M		National Public Funds (*)	Other Sources (**)	Total Co-financing of Project	
Year 2006 - Investment support jointly co funded					
Priority 2, Project 3	4.90	*1.48* * *0.16*		1.64	6.54
Investment support – sub-total	**4.90**	**1.64**		**1.64**	**6.54**
% of total public funds	*max 75 %*	*min 25 %*			

Year 2006 Institution Building support					
Priority 1, Project 4	**1,00**				**1,00**
Priority 1, Project 5	**3.10**	**0.40** **		**0.40**	**3.50**
Priority 1, Project 6	**1,00**				**1,00**
Priority 3	**4.00**				**4.00**
Project 1	2.50				2.50
Project 2	1.50				1.50
IB support	**9.10**	**0.40**		**0.40**	**9.50**
Total project 2006	**14,00**	**2,04**	**0,00**	**2,04**	**16.04**

 * Co-financing assured from the Romanian Ministry of Administration and Interior + Local co-financing assured by the Grant final beneficiaries. For the above-mentioned investment projects **the joint co-financing mechanism** will be applied.

 **Parallel Co-financing

- **Implementation Arrangements**

Implementing authority

Priority 1	Priority 2	Priority 3
Contact details for the IA: Contact details for the IA: Ministry of Administration and Interior, Central Unit for Public Administration Reform Attn Liviu Radu, Secretary of State Eforie str., no. 3, Bldg. A Sector 5, Bucharest, Romania Tel: +40.310.35.61 Fax: +40.310.35.62	Contact details for the IA: Ministry of Administration and Interior, Department for Public Administration Reform - Central Unit for Public Administration Reform Attn Liviu Radu, Secretary of State Eforie str., no. 3, Bldg. A Sector 5, Bucharest Tel: +40.310.35.61 Fax: +40.310.35.62	Contact details for the IA: General Secretariat of the Government, Attn Victor Giosan, Secretary of State Piata Victoriei no. 1 Bucharest, Romania Tel: +40.21. 314.92.03 Fax: +40.21.314.91.43
Contact details for the IA: Ministry of Administration and Interior, National Institute of Administration Attn Adrian Badila, General Director - Secretary of State 5th, Str. Eforie, Sect. 5, Bucharest, Romania Tel/Fax: +40.21. 314.50.56		

Contracting Party:
Central Finance and Contracts Unit (CFCU)
Attn Carmen Rosu
Director, CFCU
Ministry of Finance
44, Mircea Voda str.
Sector 3, Bucharest, Romania
Tel: (401).326.55.55, 326.02.02
Fax: (401).326.87.30
e-mail: carmenrosu@cfcu.ro

Twinning

N.A.

Non-standard aspects

N.A.

Contracts

- **Priority 1**

   Project 4
   Project 6
   1 TA contract for both projects.
   Implementation period-14 months
   Value-2,000,000 Euros

   Project 5
      1 TA contract
      Implementation period- 20 months
      Value-3,100,000 Euros (EU budget)
       Parallel co-financing-400,000 Euros
      Implementation Period

- **Priority 2**

   Project 3
   60 Grant contracts will be concluded with the final beneficiaries (local authorities)
   Implementation period- max. 12 months
   Max. value of 1 Grant contract-110,000 Euros

- **Priority 3**

    Project 1
    1 TA contract
    Implementation period- Oct.2007-Sept.2008
    Value-2,500,000 Euros.
    Project 2
    1 TA contract
     Implementation period- Feb.2007-Jan.2009
     Value-1,500,000 Euros

- **Implementation Schedule**

Under the assumption that the Financial Agreement is signed until November 2006 the ToR's for the contracts will be ready in July 2007, the implementation of the projects with their components is expected to start in October 2007.

Under the same assumption, the guidelines for the grant scheme will be launched earlier, and will run in parallel with the grant scheme under Phare 2005, having the same technical assistance as support. Both schemes have an estimated start in November 2006.

1.1 Start of tendering/call for proposals
December 2006

1.2 Start of project activity

January 2007

7.3 Project completion

January 2009

The completion for each project is foreseen as following:

Priority 1	**Priority 2**	**Priority 3**
Project4: Jan 2009	Project 3: December 2008	Project1: Sep 2008
Project5: Jan 2009		Project2: Jan 2009
Project6: Jan 2009		

- **Equal Opportunity**

N/A

- **Environment**

N/A

- **Rates of return**

N/A

- **Investment criteria**

N/A

Catalytic effect

The Romanian Government, as well as, the local authorities have not yet the financial resources to support such investments related to modernisation of Public services, which are subject to this Grant Scheme.

Co-financing

The co-financing will be joint: the national co-financing (Ministry's budget)-90% from the total amount, and local co-financing (local authorities)-10% from the total amount compulsory through the Applicant Guide

Additionality

No other financing sources are in use for local authorities to support a similar intervention .(e.g Grant Scheme)

Project readiness and size

 As the local authorities already applied to two successful previousl Grant Schemes, they declared that they are keen and ready to apply for a new one and they developed the necessary experience for managing such contracts and they have already foreseen the financial resources for co-financing these contracts.

The maximum size of the Grants is 110,000 Euros.

Sustainability

The investment consisting in grant scheme address to local authorities which will not affect under no means environment.
All the projects have to be sustainable to be financed under this scheme. This is one of the requirements for the projects developed under the Grant Scheme.

Compliance with state aids provisions

We confirm that the investment under the present project will full observe the state aid provisions

- **Conditionality and sequencing**

Project 1.5. The institutional and legal framework is put in place before the start of the project in order to assure an efficient integration of the Public Managers within the Public administration system. An impact independent evaluation regarding this project will be developed.

ANNEXES TO PROJECT FICHE

1. Logframe in standard format for each project; sector monitoring sheet for sector programmes

2. Detailed implementation chart

3. Contracting and disbursement schedule, by quarter, for full duration of project (including disbursement period)

4. For all projects: reference list of feasibility/pre-feasibility studies, indepth ex ante evaluations or other forms of preparatory work.

5. Reference list of relevant laws and regulations

6. Reference list of relevant strategic plans and studies

7. Lessons learnt

Annex 1

<div align="center">**Logframe**</div>

LOGFRAME PLANNING MATRIX FOR 2006 PROGRAMMING		Program name and number **PHARE 2006/018-147.01.03**	
Priority 1: Support the civil service reform		Contracting period expires 30.11.2008	Disbursement period expires 30.11.2009
		Total budget: MEURO 5.5	Phare budget: MEURO 5.1
Overall objective	**Relates to Copenhagen criterion and acquis chapter**	**List of other projects with same objective**	
To contribute to the general PAR goal by implementing public administrative reform in the areas of civil service reform, decentralization and de-concentration of public services, and the policy formulation process.	• stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities (the 'political criteria'); • the ability to take on the obligations of membership including adherence to the aims of political, economic and monetary union (the *acquis communautaire)*	Phare 2001; Phare 2003;Phare 2004; Phare 2005	
Specific purpose	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions**
To make significant progress in the area of Civil Service Reform and decentralization and de-concentration process and to improve the central and local public administration capacity and coordination within the public policy formulation process To be achieved through:	1.4.1. Number of specialized programs delivered 1.4.2. Number of short term programs meeting the requirements imposed by the membership to the EU delivered	INA annual reports Interim evaluation reports Country report	• The necessary legislative provisions, administrative arrangements and are provided to ensure the reform process continuation. • Increased involvement, support and commitment of all ministries and other central and local

Task 1. Develop a corps of professional civil servants and the competences necessary for supporting Romania's public administration as a Member State of the EU **Task 1.5.** Adapting The Young Professionals Scheme to civil service reform and implemented accordingly	1.5.1: Number of YPS fourth cycle graduates placed and adequately integrated within the system as Public Managers	YPS project reports and NACS reports CUPAR reports Government's strategies and policies	authorities for activities related to the reform process;
Task 1.6 Further INA and RTCs support in addressing the challenges raised by the accession process	1.6.1. Training and organizational strategies updated (doc) 1.6.2. Number of training programs delivered through e-learning system 1.6.3. Number of INA and RTCs staff trained 1.6.4. The network between INA- antennas-RTCs-NACS	Training and organizational strategies INA and RTCs annual reports	
Results	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions**
Task 1.4 Develop a corps of professional civil servants and the competences necessary for supporting Romania's public administration as a Member State of the EU	1.4 .1. Number of specialized programs delivered 1.4.2. Number of short term programs meeting the requirements imposed by the membership to the EU delivered	INA annual reports Interim evaluation reports Country report	

Task 1.5.
1.5.1 INA strengthened for training the YPS participants and in-service training for public managers
1.5.2.NACS strengthened for managing the career development of the public managers and the testing system for organising the open national competition
1.5.3.CPM strengthened for assuming the monitoring role within the open national competition process and the monitoring role of the evaluation process of public managers
   1.5.4.Monitoring system for analysing the impact of the public managers on the public administration elaborated and implemented
 	
   1.5.5.Planning, control and monitoring systems and procedures to enable CUPAR to manage the YPS scheme and the Public Managers are further developed
 	
1.5.6.YPS third cycle is adapted to the current needs of the civil service reform and implemented accordingly
1.5.7.A set of tests and procedures for open national competition elaborated and implemented
1.5.8.An analysis regarding the public administration needs for public managers positions completed
	1.5.1.1.Number of INA staff involved in training delivery for the YPS third cycle participants and public managers
	1.5.1.2.Number of INA based YPS courses
	1.5.2.1. Number of NACS staff trained for managing the career development of the public managers and the testing system for organising the open national competition
	1.5.3.1. Number of CPM members who benefited training
	1.5.4.1:No. and relevance of the issued monitoring reports
	 1.5.5.1Number of trained and skilled CUPAR staff managing the YPS scheme
	1.5.5.2. Components of accelerated mechanisms for selection, training, rotation, internships and "fast track" promotion are improved and introduced in the regular procedures
	1.5.5.3. Use of a database on Corps of Public Managers and new YPS candidates developed, updated and used on current activities of CUPAR
	1.5.6.1: Number of public managers trained in the third cycle
	
	1.5.6.2: Number of high quality public managers benefiting from fast track promotion
	
	1.5.6.3: Number of civil servants who attended the internships.
	
	1.5.7.1Number of candidates participating at

	the open national competition system 1.5.7.2.Indicators specific to the tests applied in the open national competition 1.5.8.1: Number of institutions where YPS graduates are placed		
Task 1.6. Further INA and RTCs support in addressing the challenges raised by the accession process ▪ INA supported in facing the challenges raised by Romania's new European statute ▪ Coordination mechanism between INA and RTC's operational ▪ The functionality of the in-service training partners network assured ▪ RTCs' further supported in implementing in service training strategy	1.6.1. Training and organizational strategies updated (doc) 1.6.2.Number of training programs delivered through e-learning system 1.6.3. Number of INA and RTCs staff trained 1.6.4. The network between INA- antennas-RTCs-NACS	Training and organizational strategies INA and RTCs annual reports Newspapers articles Surveys Impact study	
Activities	**Means**	**Resources**	**Assumptions**
Task 1.4. **1.4. Develop a corps of professional civil servants and the competences necessary for supporting Romania's public administration as a Member State of the EU**	**Technical assistance contract**		♦ Previous projects will be successfully implemented

through: 1.4.1. *Supporting INA in delivering specialized programmes* -Prepare INA's training managers in order to ensure the sustainability of the specialized programme for senior civil servants - Assisting INA's specialized training department in completing the selection of the candidates for specialized programmes -Supporting INA in delivering the training modules of the specialized programmes where there is a lack of national expertise -Organising and financing internships in EU Member States Public Administrations for a certain percentage of the specialized programmes' participants -supporting INA's specialized training department in using and implementing e-learning methods in delivering training modules 1.4.2. *Adapting INA's short term courses to the requirements imposed by the membership to the EU* -reviewing the training needs analysis (identifying new topics where there is a lack of national expertise) -reviewing the key training areas for the short term courses -selection of external trainers who are to be trained in the new topics -delivering the ToT -assisting INA's training managers involved in short term courses in implementing these courses			

-organizing a pilot programme which will target experience exchange between Romanian civil servants and foreign countries public sector personnel in an identified area of expertise
 	
Task 1.5
 	
1.5.1 Strengthening the capacity of the institutions involved in the management of Public Managers career (INA, NACS, CUPAR and Commission for Public Managers - CPM)
   e. Training for the staff of the involved institutions in YPS development
 	
   f. Developing training curricula for YPS participants
 	
   g. Developing in-training service curricula for Public Managers
 	
   h. Training delivery to the members of the CPM
 	
1.5.2 Elaborating and implementing a monitoring system for analysing the impact of the public managers on the public administration system on the basis of a performance indicators system
a. Elaborating Performance Indicators system
b. Elaborating and performing a monitoring procedure
1.5.3. Further developing the YPS (selection, training, evaluation and internships)
   f. Selection process organized for YPS candidates
 	
   g. Training delivery to YPS participants
	Technical Assistance Contract		

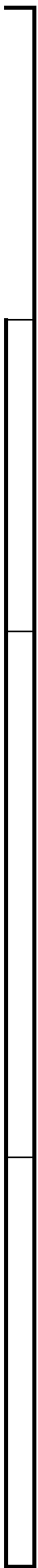|			
to INA h. EU internships organized and financed i. Evaluation the YPS participants j. Conducting an analysis of the needs for Public Managers positions **1.5.4**.Elaborating and implementing a testing system for organising the open national competition in order to access to the public managers positions c. Elaborating&implementing a set of national tests d. Organizing the national competition **Task 1.6.** **1.6. Further INA and RTCs support in addressing the challenges raised by the accession process** *through:* *1.6.1. Further INA's support in facing the challenges raised by the new European statute* Preparing INA's personnel for the new challenges raised by the new European statute Supporting INA in updating the training strategy to the new requirements Assisting INA in revising the organizational strategy Supporting INA's personnel in charge with managing and operating the languages labs	**Technical Assistance Contract**		

Additional guidance in promoting INA's image (marketing, PR activities, newsletter Support in developing NIA's a research and consultancy activities Support for the Institute in the transition to Structural Funds Further support in developing e-learning training manuals *1.6.2. Sustaining the coordination mechanism between INA and RTC's* Developing INA – antennas – RTCs – NACS network Organizing different seminars/conferences in a joint collaboration with RTCs *1.6.3. Further support in assuring the functionality of the in-service training partners network* Support in designing a SWOT analysis of the in-service training partners network Proposals for improving the in-service training partners network *1.6.4. Further RTCs' support in implementing in service training strategy* Reviewing the training needs analysis (identifying new topics at the local administration level where there is a lack of national expertise) Preparing RTC's personnel for the new challenges raised by the new European statute Train of trainers programmes in the topics identified Supporting RTCs in developing their organizational strategy (including annual action plans and budgeting)			

	Technical Assistance Contract		

Preconditions:
Project 1.5. The institutional and legal framework is put in place before the start of the project in order to assure an efficient integration of the Public Managers within the Public administration system

LOGFRAME PLANNING MATRIX FOR 2006 SECTOR PROGRAMMING		Programme name and number **PHARE 2006/018-147.01.03**	
Name of the project **SUPPORT TO PUBLIC ADMINISTRATION REFORM IN ROMANIA**		Contracting period expires 30.11.2008	Disbursement period expires 30.11.2009
Priority 2 - Support for the decentralization / deconcentration process in the Romanian Public Administration		Total budget 6.54	Phare budget 4.90
Overall objective	**Relates to Copenhagen criterion and acquis chapter**	**List of other projects with same objective**	
To contribute to the general PAR goal by implementing public administrative reform in the areas of civil service reform, decentralization and de-concentration of public services, and the policy formulation process.	• stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities (the 'political criteria'); • the ability to take on the obligations of membership including adherence to the aims of political, economic and monetary union (the *acquis communautaire)*	Phare Priority 1: Civil Service Reform Priority 3: Public Policy Formulation Non-Phare: • Matra program • PAL I- Word Bank	
Project purpose Strengthening local public administration capacity to manage the decentralized services **To be achieved through:** **Project 2.3:** Local public administration capacity to manage decentralized services	**Objectively verifiable indicators** Indicators of Improved local delivery of public services: • better access of citizens to the services providers, timeliness of delivery, • quality of service outputs and • a closer linkage of services to local needs	**Sources of Verification** Local Authority operational reports Citizen satisfaction surveys	**Assumptions** Full involvement and commitment of the ministry and local authorities in continuation of the decentralization process

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
Results project 2.3 The Grant Scheme for The Local Government Development and Modernisation Fund is implemented. The scheme will permit the financing of projects in key areas for the modernisation of local public administration: public management, human resources, communication, partnerships and participatory processes with citizens.	- Percentage of Local development Fund implemented and disbursed - Number of successful grant aided projects (ie projects that achieve their targets);	- Local Government Development and Modernisation Fund activity reports. - Grant project reports	The decentralization legislation is put in place
Activities Project 2.3	*Means*		**Assumptions**
Promotion campaign, selection, implementation, monitoring and evaluation of the projects in key areas of local Public Administration Eligible activities under the grant contracts: • projects to sustain the development of partnership at local level, with a purpose of a more efficient application for the structural funds; • projects to sustain the specialised personnel training to be prepared for the decentralized process of local governing, for a better management of the decentralised public services and for a more efficient management of the future	**GS** Maximum amount of one grant will be 110.000 Euro		Implementation of HR reform from priority 1 in time to support the project.

structural funds;			
• projects to ensure the endownment with IT equipment as well as other components, equipments, instruments for ensuring a more efficient activity in the local governing and in the public services at local level;			
• projects to sustain the elaboration of studies, research, strategies for local development;			
• projects to support the dissemination of information concerning the local governing and improvement of public services at local level;			

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number **PHARE 2006/018-147.01.03**	
Name of the project		Contracting period expires November 2008	Disbursement period expires november 2009
Priority 3: "Supporting the public administration reform through the improvement of the public policy formulation process."		Total budget : **4 M€**	Phare budget **4 M€**
Overall objective	**Relates to Copenhagen criterion and acquis chapter**	**List of other projects with same objective**	
To contribute to the general PAR goal by implementing public administrative reform in the areas of civil service reform, decentralization and de-concentration of public services, and the policy formulation process	• Related to the political criteria	Phare twining project : Strengthening the Romanian Government's capacity for policy management and coordination and for decision making	
Project purpose Improving the coordination, policy formulation and strategic planning system at central level To be achieved by the following tasks: **Project 3.1** Developing the public policy	**Objectively verifiable indicators** • number of public policies substantiated on the new procedures and guidelines on central level • number of trained staff from ministries (PPUs, specialized departments) dealing with public policies' elaboration	**Sources of Verification** • official government reports • international institutions reports • media news or reports • official reports	**Assumptions** • Maintaining the government interest in continuing reforming the public policy system • Increased involvement of all ministries in the process of reform

formulation process at the center of the Government by: IV. disseminating best practices and revising methodologies and procedures according to the assessment results (by end year 2007	• methodological framework for all ministries for elaborating performance indicators • number of documents being submitted to Government meeting and Preparatory meetings through "e-portofolio"		
V. increasing impact assessment capacities at the line ministries and setting up the methodological tools and guidelines in order to better substantiate public policies (together with line ministries)	**OVI project 3.1** • assessment report regarding the stage of the policy reform and for recommending the necessary adjustments; • seminar for disseminating best practices; • brochures including best practices disseminated through ministries.	• reports on training programs • conformity notes given by the PPU form the General Secretariat of the Government • reports on training programs • official reports	• Full commitment of the CoG in this reform • A necessary openness of different central bodies involved in the policy making process

VI. strengthening the strategic planning capacities and elaborating performance indicators in 3 pilot ministries based on which methodological framework for all ministries will be further developed (together with line ministries)	- number of training programmes and workshops regarding impact assessment; - number of participants; - number of high civil servants trained; - number of public policies with improved impact assessment elaborated according to the guidelines and methodological tools	• official reports	• Commitment of the line ministries for applying strategic planning at their level and for developing performance indicators (Special support from the 3 pilot ministries)
project 3.2 Increasing the effectiveness of the documents flow between GSG and line ministries by contracting tehnical assistance for designing and implementing a "e-portfolio"- a specialized IT application for managing documents submitted in the Government meeting and Preparatory meetings)	- number of workshops and specialized training for PPU's both at GSG and line ministries for strategic planning and performance indicators; - number of participants; - performance indicators elaborated within 3 pilot ministries; - general methodological framework on elaborating	• official reports	• Full commitment of the CoG in implementing the system

	performance indicators		
	OVI project 3.2 ▪ number of documents being submitted to Government meeting and Preparatory meetings through "e-portofolio"		

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
Results fulfilling the overall purpose **Results Project 3.1** • Diagnose report • Best practices brochures disseminated to line ministries • Trained staff on impact assessment- 60 civil servants from PPUs in GSG and line ministries and 30 high civil servants in line ministries	**OVI Project 3.1** • Diagnose report • Best practices brochures • 60 civil servants form PPUs in GSG and line ministries trained on impact assessment; • 30 high civil servants in line ministries trained on impact assessment;	• EC Delegations and other IFI's reports • official government reports • project monitoring reports • official reports • reports on training programs • conformity notes of the PPU from the GSG • EC Delegations and other IFI's	• Effective support from the CoG • The clear recognition of the needs regarding the policy formulation reform • Supporting the need for higher qualifications for PPU's stafft from central level • A clear understanding of the need for more coordination and clear definitions of responsibilities

- Handbook on economic assessment
- Handbook on social assessment
- Handbook for strategic planning methodology
- 3 set of performance indicators for each pilot ministry
- Guidelines developed to support the line ministries in designing performance indicators
- Trained staff on strategic planning and performance indicators- 60 civil servants from PPUs in GSG and line ministries and 30 high civil servants in line ministries

Results Project 3.2
- A more effective communication network through developing "e-portfolio"- a specialized IT application managing documents submitted in the Government meetings and

- Handbook on economic assessment;
- Handbook on social assessment;
- number of public policy documents accompanied by impact analysis from a social and economic point of view.

- Handbook for strategic planning methodology
- stakeholders agreement regarding the guidelines for designing performance indicators
- 60 civil servants from PPUs in GSG and line ministries trained on strategic planning
- 30 high civil servants in line ministries trained on strategic planning

OVI Project 3.2
- number of documents being submitted to Government meeting and Preparatory meetings through "e-portofolio"
- number of days for finalizing a normative act project after being

reports
- official government reports
- reports on training programs
- official reports

between the involved authorities.

- A necessary openness of relevant bodies involved in the policy making process
- A clear understanding of training needs

- Full commitment of the CoG in implementing the system

Activities	Means		Assumptions
Preparatory meetings	included on the Government meeting agenda		
Activities Project 3.1 I. ▪ Creating a working group for drafting an assessment report regarding the stage of the policy reform and for recommending the necessary adjustments ▪ Collecting best practices concerning public policy process and elaborating the brochure ▪ Organizing a seminar for disseminating the best practices II. ▪ Developing new responsibilities to b exercised by high civ servants within the nev	**Means Project 3.1** I. own staff of the beneficiary (PPU) – 22; ministries' staff – 60; all necessary equipment; foreign experts –3/4 persons for the duration of TA in the field of the above topics. II. own staff of the beneficiary (PPU) – 22; all necessary equipment; Romanian and foreign experts – 3-4 persons for each year of TA in the field of impact assessment.		• Approval of the proposed project

framework;

- Delivering specialize
  training for senior civi
  servants regarding th
  impact assessment

- Workshops and specialize
  training for PPU's both a
  GSG and line ministries

- Elaborating the Handboo
  on economic assessment

- Elaborating the Handboo
  on social assessment

III.

- Delivering specialized trainin
  for senior civil servant
  regarding the strategi
  planning and performanc
  indicators

- Workshops and specialize
  training for PPU's both a
  GSG and line ministries fo
  strategic planning an
  performance indicators

- Elaborating the Guideline

III.

own staff of the beneficiary (PPU) –
22; all necessary equipment; foreign
experts – 3/4 persons for each year
of TA in the field of strategic
planning and performance
indicators.

necessary for line ministries t
design the performanc **Means Project 3.2**
indicators

own staff of the beneficiary (PPU) –
22; all necessary equipment; foreign
- Elaborating the Handboo experts – 2/3 persons for each year
  necessary for line ministrie of TA in the field of "e-portofolio".
  for strategic plannin
  methodology

Activities Project 3.2

- Developing "e-portfolio"-
  specialized IT applicatio
  managing document
  submitted in the Governmer
  meeting and Preparator
  meetings

Annex 1d
  -**Sector Monitoring Sheet - 2006 - Public Administration Reform**

Priority 1 – Project 4

Result	Foreseen deadline	Source of information	Information provided by	Status	Proposed Action by SMC
Project 4 - Develop a corps of professional public managers and of the competences necessary for supporting Romania's public administration as a Member State of the EU					
Tender notice	Phare 06 1st quarter 2007	europa.eu.int	CFCU		
Shortlist established	Phare 06 1st quarter 2007	Shortlist	CFCU		
Tender launched	Phare 06 2nd quarter 2007	Tender publication	CFCU		SMC to review ToR in the light of new developments
Contract signed	Phare 06 3rd quarter 2007	Signed contract	CFCU		
Project implementation	Phare 06 4th quarter 2008	Project reports	PIU		

Priority 1 – Project 5

Result	Foreseen deadline	Source of information	Information provided by	Status	Proposed Action by SMC
Project 5: Adapting Young Professional Scheme to the needs of public administration reform					
Tender notice	Phare 06 1st quarter 2007	europa.eu.int	CFCU		
Shortlist established	Phare 06 1st quarter 2007	Shortlist	CFCU		
Tender launched	Phare 06 2nd quarter 2007	Tender publication	CFCU		SMC to review ToR in the light of new developments
Contract signed	Phare 06 3rd quarter 2007	Signed contract	CFCU		
Project implementation	Phare 06 4th quarter 2008	Project reports	PIU		

Priority 1 – Project 6

Result	Foreseen deadline	Source of information	Information provided by	Status	Proposed Action by SMC
Project 6 - Further NIA and RTCs support in facing the challenges raised by the new					

European statute					
Tender notice	Phare 06 2nd quarter 2007	europa.eu.int	CFCU		
Tender launched	Phare 06 2nd quarter 2007	Tender publication	CFCU		
Shortlist established	Phare 06 3rd quarter 2007	Shortlist	CFCU		SMC to review ToR in the light of new developments
Contract signed	Phare 06 4th quarter 2007	Signed contract	CFCU		
Project implementation	Phare 06 4th quarter 2008	Project reports	PIU		

Priority 2- Project 3*

Result	Foreseen deadline	Source of information	Information provided by	Status	Proposed Action by SMC
Project 3 – Strengthening the local public administration capacity to manage the decentralized services - Grant Scheme					
Tender notice (guidelines for applicants issued and approved)	Phare 06 2nd quarter 2006	europa.eu.int	CFCU		With suspension clause
Promotion of the fund	Phare 06 4th quarter 2006	visits in the country	CFCU		
Contracts signed	Phare 06 4th quarter 2006	Signed contracts	CFCU		
Project implementation	Phare 06 4th quarter 2007	Project reports	PIU		

* The Grants scheme will be launched in the third quarter of 2006 with promotion campaign (PIU), the signing of the contracts in the 4th quarter of 2006 (CFCU), project implementation 4th quarter of 2008 (PIU)

Priority 3- Project 1

Result	Foreseen deadline	Source of information	Information provided by	Status	Proposed Action by SMC
Project 3.1					
Tender notice	Phare 06 1st quarter 2007	europa.eu.int	CFCU		
Tender launched	Phare 06 2nd quarter 2007	Tender publication	CFCU		
Shortlist established	Phare 06 3rd quarter 2007	Shortlist	CFCU		SMC to review ToR in the light of new

					developments
Contract signed	Phare 06 3rd quarter 2007	Signed contract	CFCU		
Project implementation	Phare 06 4th quarter 2007	Project reports	PIU		

Priority 3- Project 2

Result	Foreseen deadline	Source of information	Information provided by	Status	Proposed Action by SMC
Project 3.2					
Tender notice	Phare 06 1st quarter 2007	europa.eu.int	CFCU		
Tender launched	Phare 06 2nd quarter 2007	Tender publication	CFCU		
Shortlist established	Phare 06 3rd quarter 2007	Shortlist	CFCU		SMC to review ToR in the light of new developments
Contract signed	Phare 06 1st quarter 2007	Signed contract	CFCU		
Project implementation	Phare 06 1st quarter 2008	Project reports	PIU		

Detailed Time Implementation Chart for Projects

calendar months	2006						2007												2008												2009											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Priority 1																																										
Project 4	D	D	D	D	D	D	D	D	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I											
Project 5	D	D	D	D	D	D	D	D	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I											
Project 6	D	D	D	D	D	D	D	D	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I											
Priority 2																																										
Project 3	D	D	D	D	D	C	I	I	I	I	I	I	I	I	I	I	I	I	I																							
Priority 3																																										
Project 3.1	D	D	D	D	D	D	D	D	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I																
Project 3.2	D	D	D	D	D	D	D	D	C	C	C	C	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I											
	D = Design C = Contracting I = Implementation																																									

Annex 3

CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE

CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE DATE:										
	31/01/07	30/04/07	30/07/07	31/10/07	31/01/08	30/05/08				
Priority 1- Project 4 (TA)										
CONTRACTED	1.00	1.00	1.00	1.00	1.00	1.00				
DISBURSEMENT	0.00	0.20	0.40	0.60	0.80	1.00				
Priority 1- Project 5 (TA)										
CONTRACTED	3.10	3.10	3.10	3.10	3.10	3.10				
DISBURSEMENT	0.75	1.25	1.70	2.20	2.80	3.10				
Priority 1- Project 6 (TA)										
CONTRACTED	1.00	1.00	1.00	1.00	1.00	1.00				
DISBURSEMENT	0.00	0.20	0.40	0.60	0.80	1.00				
Priority 2- Project 3 (GS)										
CONTRACTED	4.90	4.90	4.90	4.90	4.90					
DISBURSEMENT	3.90	3.90	3.90	3.90	4.90					

CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE DATE:										
	30/11/07	28/02/08	30/05/08	31/08/08	30/11/08	28/02/09				
Priority 3- Project 1 (TA)										
CONTRACTED	2.50	2.50	2.50	2.50	2.50					
DISBURSEMENT	1.25	1.50	2.25	2.25	2.50					
Priority 3- Project 2, **Component 4**(TA)										
CONTRACTED	1.50	1.50	1.50	1.50	1.50	1.50				
DISBURSEMENT	0.50	0.75	1.00	1.00	1.35	1.50				

Annex 4

For all projects: reference list of feasibility/pre-feasibility studies

N/A

Annex 5

Reference list of relevant laws and regulations:

Laws and regulations regarding the civil service:

Law 188/1999 republished, on the Statute of Civil Servants;

Law no. 161/19.04.2003 on the necessary measures in order to assure the transparency in the exercise of public dignities, civil service and in the economic environment, as well as the prevention and sanction of corruption; Title III „Regulations regarding public function and civil servants"

Government Decision No. 730/03.07.2003 regarding reassignment of the civil servants in a position according to the category of senior civil servants;

Government Decision No. 624/29.05.2003 on approving the Regulations for organization and functioning of the National Agency of the Civil Service, modified and completed by the Government Decision no 181/2005;

Government Decision No.710/2002 concerning functioning of the National Institute of Administration;

Government Decision no. 1209/14 October 2003 concerning the organization and development of civil servants' career;

Government Decision no 1210/2003 on the organizing and functioning of the disciplinary and parity committees

Law no. 575/22 December 2003, which approve the Government Ordinance no. 74/28 August 2003 concerning the modification and completion of the Government Ordinance no. 81/2001 with regard to the creation and organization of NIA;

G.D. No. 615/2003 on the approval of the Regulation regarding the organization of the national entrance contest to the specialized training programs for the public administration, amended by G.D. no. 932/2003

Law no 4/2004 on the Code of conduct for civil servants

Government Decision no 452/2004 regarding the professional record of civil servants

Order of the President of NACS no 2753/2004 on the approval of the Methodology for elaborating the manpower plan

Order no.134/2002 of the Minister of Public Administration for the setting up of the CUPAR unit.

Government Decision no. 699/2004 regarding the updated strategy of the Romania concerning the acceleration of the public administration reform.

Law no. 156/2005 concerning the clarification of the statute of the public manager and the improvement of the legal and institutional framework foreseen in the Government Ordinance no. 56/ 2004.

Memorandum No.8092/25th from April 2005 regarding the evaluation and approval the Updated Strategy concerning the acceleration of the public administration reform in Romania

Government Decision 775/2005 regarding the new procedures for elaborating**, implementing and monitoring public policies**

Government Decision 750/2005 regarding the reform of the cross-governmental bodies.

Annex 4
Reference list of relevant strategic plans and studies:

Updated strategy of the Romanian Government concerning the acceleration of the public administration reform - 2004
Government Programme – December 2004
In-service training strategy of Romanian civil servants
NIA's development strategy.

Lessons learnt for Phare 2006

Priority 1-Support the Civil Service Reform

Identified Gaps or Recommended courses of intervention	*Action for covering the Gap or implement the recommended intervention*	*Programming (Project Reference)*		
		2004	*2005*	*2006*
Task 4(TA)*				
Phare assistance to INA should continue and its funds should be increased, if possible, related to the needs of the specific identified needs[10].	TA assistance contracts that are to be signed as part of the 2004, 2005, 2006 PHARE framework (compared with PHARE 2001) Strengthening NIA's capacity in delivering short term training courses	*PHARE 2004*	*PHARE 2005*	*PHARE 2006*

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* the no. and the name of the tasks are the same as those included in the Multi-Annual Programming 2004-2008.

[10] SIGMA report, February 2004

		PHARE 2004	PHARE 2005	PHARE 2006
Phare TA should include short term training courses[11]. Specific and priority support is needed to develop tailor-made courses and, in general, to develop a demand-driven but proactive approach[12]. • The National Institute of Administration needs further strengthening [13]	Strengthening NIA's capacity in launching and implementing tailor made courses Supporting INA and RTCs in implementing the in-service training strategy	*PHARE 2004: 4* *PHARE 2004: 4*		*PHARE 2006: 4* *PHARE 2006: 4*
Task 5 (TA)				
• Delays to contracting the YPS will pressurize the selection and placement process and inhibit the achievement of optimal results unless the activities are rescheduled[14]	• The PHARE 2003 project (YPS 2) was contracted on the 9th of August 2005, and based on a common agreement with main beneficiaries (NAI, CUPAR, NACS) and ECD the design of the project was changed in order to achieve best results. The scheduled Timeline for the 3rd YPS cycle drafted in the Sector Fiche 2005 in order to achieve maximum synergy and		• *Phare 2005 Programming foresees the project (YPS 3) to be contracted starting with September 2006 (see Programme*	

[11] SIGMA report, February 2004

[12] SIGMA report, February 2004

[13] Romania - 2005 Comprehensive Monitoring Report

[14] ECOTEC Interim Evaluation of the European Union Pre-Accession Instrument Phare, 11st July 2005

[15] SIGMA, Mid Term Evaluation Report on PHARE RO 01.06.03, March 2004

	avoid the delays		*Fiche 2005 amendment for PAR sector)*	
• The special statute creating the fast stream corps of civil servants based on the YPS is adopted as planned [15]	• The legal framework regarding YPS has been adopted. In this respect, two Emergency Ordinances were adopted No. 56/2004 and No.6/2005 which regulates the Special Statute of the Civil Servants called Public Managers. Also, the Methodological Norms for applying the above documents were approved and put in place.			
• The redesigned project should include outputs and activities specifically aimed at developing the capacity of the NIA to assume responsibility for managing the scholarship programme, the internship programme and the training aspects of the YPS[16]	• This aspect was taken into account in the PHARE project RO 2003/005-551.03.01 and NIA's role within was defined in this respect		*PHARE 2005 1:5*	*PHARE 2006*
• Inadequate capacity on the part of the NIA and the NACS to absorb the Scheme and consequent uncertainty as to the long term location of the Scheme[7]	• Under PHARE 2003, the capacity of these two institutions will be strengthened		*PHARE 2005 1:5*	

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[16] SIGMA, Mid Term Evaluation Report on PHARE RO 01.06.03, March 2004
[17] Romania - 2005 Comprehensive Monitoring Report

• The project should produce, as an output , a fully developed design of all aspects of the YPS from the initial selection of participants through to their eventual accession to senior civil service positions[7]	• The new design of the project will be changed and addressed to the public administration Reform needs.		*PHARE 2005 1:5*	
• The Scheme is unlikely to reach sufficient mass in the pre-accesion period to contribute significantly to the Accession Partnership. The focus should shift to maximizing its impact in the post-accession phase and on the wider public administration reform effort.[7]	• To reach a sufficient mass of Public Managers who could have an impact consecutive cycle need to be developed. An impact evaluation will take place in March, run by an independent body.		*PHARE 2006 :5* *PHARE 2006 :5*	
• In February 2005, the Government adopted an Emergency Ordinance regarding the creation of a civil servant with a special statute, the public manager who is expected to provide support as regard reform policies[17]	• The legislation will be readdressed based on a Policy Paper and the placement of the Public mangers will be done based on a demand-lead orientation. The legal and institutional framework will be amended under the PHARE 2003.Task Force meetings took place in order to develop these amendments.			
• No progress can be	• Through the PHARE project RO 01.06.04"Creating the mechanisms for the			

noted as concerns career structure, promotion and assessment procedures: while progress, guides and legislation do exist, there is still a lack of clarity and transparency regarding safeguards for reducing the discretionary nature of the entire process and it remains an area of concern[8]	implementation of the Civil Servants Statute Law" the main outputs have been achieved: the competencies frameworks for general and specific civil servants positions (within the law and accountancy fields); • A survey was conducted: Instruments for Career Development within the Public Administrations from the Member States-a comparative approach regarding the candidate countries" • A survey was conducted based on attendance of 50 persons" Report regarding the non-financial motivation" • Two guides were issued: The career within the civil service" and Guide regarding the Evaluation of the Professional Individual Performance and Motivation of the Civil Servants • The Guidebooks were multiplied, training seminars for 200 civil servants. • The job analysis concept was introduced. Training sessions regarding the job analysis were organized. • Also, the following legislation was elaborated: - Order no.4094/2005 regarding the approval of the performanbce criteria besed on which the individual professional performance evaluation of the civil servants is accomplisehd on 2005; • The Order no.1012/2005 regarding the approval of the Regulation Framework for organisation the promotion exam of the civil servants, employed on public positions with an inferior study level, who graduate long term duration studies within			

	the specialisation where they develop their activity; • The Order no.206/2005 for approval the Assessment Methodology and the Job Assessment Criteria; • The draft of ammending the Law no.188/1999 regarding the Statute of the civil servants, which include subsatantial ammendments was issued and sent for approval to the Parliamant;			
Task 6 (TA)				
• TA on marketing and communication would be useful[18]	Building a positive image of NIA within its beneficiaries and partners	*PHARE 2004: 6*	*PHARE 2005: 6*	*PHARE 2006: 6*
• RTCs are important enough to receive specific Phare support[19]	RTCs are the beneficiaries of the TA contracts	*PHARE 2004: 6*	*PHARE 2005: 6*	*PHARE 2006: 6*
• Basic technical assistance for all RTCs could be channelled through INA, contributing to the reinforcement of INA-RTCs relations[20]	Strengthening NIA and RTCs training capacity (one TA contract having as beneficiaries NIA and RTCs)	*PHARE 2004: 6*	*PHARE 2005: 6*	*PHARE 2006: 6*
• There are not enough training materials specifically prepared for	Improving the quality standard for the NIA's training programs			

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[18] SIGMA report, February 2004

[19] SIGMA report, February 2004

[20] SIGMA report, February 2004

[21] SIGMA report, February 2004

[22] Romania - 2005 Comprehensive Monitoring Report

[23] Romania - 2005 Comprehensive Monitoring Report

Romanian PA. It is recommended: a) To prepare, or translate and adapt training materials, principally handbooks and cases, for the most widely needed and important issues; b) the Trainers Common Database should also include some high quality training material[21]		*PHARE 2004: 6*		*PHARE 2006: 6*
• The Institute attempts to coordinate its training activities for civil servants with with a number of other bodies….However, there is, in practice, little linkage, planning and coordination between training providers (institutions or consultants working under donor programmes) and Romanian beneficiaries, leading on occasion to duplication or overlap of activities. [22]	Supporting INA and RTCs in implementing the in-service training strategy			
	Further INA's support in facing the challenges raised by Romania's new European statute	*PHARE 2004*	*PHARE 2005:6*	*PHARE 2006:6*
		PHARE 2004	*PHARE 2005:6*	*PHARE 2006:6*
	Further INA's support in facing the challenges raised by Romania's new European statute			
• The National Institute of Administration needs further strengthening [23]	Further INA's and RCT's support in facing the challenges raised by Romania's new European statute			
		PHARE 2004	*PHARE 2005*	*PHARE 2006*

[24] ECOTEC report, January 2006

• At the time of evaluation, even in advance of programme implementation, there are some concerns relating to the relationship between NIA and the eight RTC's with respect to co-ordination of activities and attribution of responsibilities. This threatens to reduce both the efficiency and effectiveness of support to be provided through the Phare 2004 programme, as well as the sustainability of any initiatives that might be introduced with TA support. [24]				*PHARE 2006*

Priority 2-Support for the decentralization/de-concentration process in the Romanian public administration

Identified Gaps or Recommended courses of intervention	*Action for covering the Gap or implement the recommended intervention*	*Programming (Project Reference)*		
		2004	*2005*	*2006*
Task3 (GS)				
The Romanian authorities have made considerable efforts to develop a strategy for managing the process of decentralization in a transparent and stable manner. However, the proposed reforms are still at the design stage and **implementation should be ensured"**[25]	The transfer of responsibilities to local authorities implies, mainly, increased administrative capacity to manage public services (GS)			Phare 2006, priority 2, task 3: *"Strengthening local public administration capacity to manage the decentralized services"* — *Local government development & modernization fund*
"Most local authorities suffer from a limited administrative capacity….Major efforts are still needed ….to remedy	Enabling the local authorities to access funds for their capacity development, on a competitive basis. (GS)			Phare 2006, priority 2, task 3: *"Strengthening local public administration capacity to manage the decentralized services"* - *Local government development &*

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[25] 2004 Regular Report on Romania's progress towards accession

shortages of information-technology equipment and skills"				*modernization fund*
(…) there is still a lack of clarity as concerns the allocation of responsibilities and financial resources between the various levels of government.(…) The process of transferring powers to lower levels is far from finalized: the competencies of different levels of government have not been adequately clarified and have not been matched with corresponding transfers of property and fiscal resources or, at local level, decision-making rights. Local financial autonomy is limited by local government's inadequate capacity to generate its own revenues[26]	The transfer of responsibilities to local authorities implies, mainly, increased administrative capacity to manage public services. (GS). Enabling the local authorities to access funds for their capacity development, on a competitive basis. (GS)			Phare 2006, priority 2, task 3: *"Strengthening local public administration capacity to manage the decentralized services" – Local government development & modernization fund*

Priority 3-Central government reform-improvement of the policy formulation process

Identified Gaps or Recommended courses of	*Action for covering the Gap pr implement the*	*Programming (Project Reference)*		

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[26] Comprehensive Monitoring Report 2005

intervention	recommended intervention			
		2004	*2005*	*2006*
• Most of the administrative changes made so far have been driven by external factors (financial requirements, etc.). Internally generated reforms to promote more administrative efficiency have lacked consistency. The internal capacity to analyze, develop and to implement new policies and to enforce new laws has been inadequate;	• *Standard system regarding the design of public policies* • The set up of a standard system regarding the design of public policies through the adoption of Government Decision 775/2005 on standard procedures for policy-making, alongside with the creation of Public Policy Units in each line ministry starting with 1st of January 2006 [27] • The establishing of Public Policy Unit (PPU) as a directorate of the GSG, alongside with supplementing the organizational scheme [28]. • Organizing a seminar on standard procedures for policy elaboration at central level with the representatives of the ministries in March 2005 [29]	*PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making"* Component 2. Capacity building of Centre of Government. Component 3. Improvement of legal bases of policy planning. *Component 4. Improve policy planning capacities in the line ministries.*		
• A limited degree of efficiency for the developing/	• This issue is not relevant for PHARE assistance			

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[27] World Bank's PAL 2 Programme PPIBL financed technical assistance
[28] Financed from the state budget
[29] Financed from DFID

organization of government meetings;	being foreseen to be addressed by the improvement of the internal organization of the Government.			
• Limited capacity of the General Secretary of the Government to achieve a political coordination and a qualitative monitoring of the process of government policy implementation;	• Strengthening the institutional capacity at the central level (General Secretariat of the Government and Prime-Minister Chancellery) regarding the instruments for formulation, monitoring and evaluation of the public policies (cost-benefit analysis, impact analysis)	*PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making"* Component 2. Capacity building of Centre of Government. *Component 4. Improve policy planning capacities in the line ministries.*		*TA(PPU)*
• Limited technical substantiation of the decision's proposals regarding the public policies sent for Government approval (generally there is a budget estimate but there are no studies for social and economical impact);	• Impact analysis related to the public policy implementation process; • Contracting an individual consultant regarding strategic planning activities and linking national policy to the budget (Public Expenditure Management)[30]	*PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making"* Component 1. Competence definition of Centre of Government Component 2. Capacity		*TA(PPU)*

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[30] Technical assistance financed under the Dutch Grant (contracting phase)

		building of Centre of Government. *Component 4. Improve policy planning capacities in the line ministries.*		
• Lack of transparency within the process of public policies formulation and implementation;	• *Testing the effects of public policies within a pilot phase;* • Testing the standard procedures for policy-making in a pilot phase in two ministries. • Instituting a consultation system between stakeholders in elaboration phase of the public policies through GD 775/2005.	*PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making"* Component 1. Competence definition of Centre of Government		
• For Policy development, a primary responsibility of the Government, a subordinate role has been accorded and is not supported by technical analysis. Also, coordinating mechanisms are poorly developed, failing to provide proper coherence to the decisional process	• *Training on approaches and procedures regarding the measurement of the public policies effects;* • *Specialized training for the key actors involved within the policy formulation process.* • Organizing a high-level seminar on the adoption of standard procedures for policy-making with the participation of political officials from the	*PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making"* Component 2. Capacity building of Centre of Government. Component 3. Improvement of legal bases		*TA(PPU)*

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31 Financed from the state budget
32 Financed from the state budget

	ministries and EU and WB top officials in July 2005 [31]. • Training sessions with more than 100 representatives of line ministries on the new public policy procedures during June and July 2005 • Extensive reforming process of the existing inter-ministerial bodies, following mainly the inter-ministerial communication and coordination efficiency. The reform was implemented through Government Decision 750/2005 [32]	of policy planning. Component 4. Improve policy planning capacities in the line ministries.		
• The division of labour between the various players (Chancellery of the Prime Minister, General Secretariat of the Government, Public Policy Unit) responsible for policy co-ordination continues to be unclear, despite attempts to establish which body does what	• The set up of a working group including representatives from the Chancellery and from the GSG for elaborating the instutional analysis and establishing the roles and responsabilities between the two bodies within the policy co-ordination process • Approval of the institutional analysis report at political level	*PHARE RO 2003/005-551.03.03, RO 2003 PHARE OT 10 "Strengthening the Romanian Government capacity for policy management and coordination and for decision making"* Component 1. Competence definition of Centre of Government		

[1] World Bank's PAL 2 Programme PPIBL financed technical assistance-,,Strengthening capacity of the Government for public policy formulation at central level''
[2] Financed from the state budget
[3] Financed from DFID
[4] Technical assistance financed under the Dutch Grant (contracting phase)