

MINISTRY OF ADMINISTRATION AND INTERIOR
General Direction for Administrative Capacity Development

Operational Programme

“ADMINISTRATIVE CAPACITY DEVELOPMENT”

Programme Complement

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1. INTRODUCTION

The need to invest in institutional capacity is recognised by the Community Strategic Guidelines for cohesion in those Member States where socio-economic performance and good governance constitute some of the main challenges of the next period¹. These investments are inextricably linked to continued and effective public sector reform leading to enhanced administrative performance.

2. BRIEF SUMMARY OF THE OPERATIONAL PROGRAMME

The OP ACD contributes to the implementation of the fourth National Development Priority of the NDP 2007 – 2013 “Development of human resources, employment, social inclusion and strengthening administrative capacity” so as to obtain the highest positive impact upon public administration in order to stimulate the economic development.

OP ACD is designed to substantially contribute to the achievement of the thematic priority, *Building Effective Administrative Capacity*, established in the National Strategic Reference Framework (NSRF). The OP ACD is also related with the priorities laid down in the Community Strategic Guidelines (CSG) for Cohesion Policy, where investment in administrative capacity development is needed.

In many policy areas, the revised Lisbon Strategy is calling for better legislation, policy design, quality services that are customer focussed and effective delivery to create the conditions for economic growth and job creation. Member States are encouraged to pursue their own initiatives including establishing regulatory and legislative systems, notably in respect of sectors where the social and economic potential is still underutilized. These requirements necessitate effective institutions and administrations capable to develop and implement relevant policies.

3. EX-ANTE EVALUATION

¹ Strengthening institutional capacity and efficiency of public administrations and public services in the next programming period (2007-2013) – DG Employment and Social Affairs

4. DETAILED DESCRIPTION OF KEY AREAS OF INTERVENTION

PRIORITY AXIS 1 - “Strengthen public policy interventions in the central administration”

Key Area of Intervention 1.1 - Activities for the management of the reforms

1.1.1. Description

- Background and rationale

Priority Axis 1 is concerned with strengthening the institutional management capacity of ministries and their associated institutions by reforming the decision making process and implementing a strategic management approach to the allocation of resources and the measurement of performance. The reforms aim to provide high and leading civil servants with the knowledge and tools to enhance performance. They include the introduction of a modern organisational performance culture using monitoring and evaluation of outputs and outcomes. They cater for the implementation of a set of civil service reforms to complete the transformation of the relationship between political and administrative functions at central administration (already provided for in legislation) and bring the changes down to the level of the individual civil servant. This is regarded as fundamental to the success of the overall initiative.

While pre-accession assistance has contributed to the transformation of the legislative and administrative foundations of government, the pace of modernisation has been restricted by uneven progress in reform initiatives, some gaps in the rationalisation of structures and a lack of basic infrastructure and capacity. Thus, progress in strengthening policy formulation and civil service reform has been slower than expected. The package of reforms will complete the work initiated under Phare and other pre-accession assistance and consistently emphasised in the public administrative reform priorities of successive governments. This should allow for some of the more fundamental elements of reform like strategic planning and performance management to be launched early in the next programming period.

The key areas of intervention identified for this priority were selected as being appropriate to the objectives of the ESF while most closely supporting the current stage of the reform efforts. It is recognised that the reforms targeted in this priority will take several years to come to fruition. This was taken into account in the selection of result indicators. The priority axis also highlights the critical need for top level support for the successful achievement of the reform objectives.

- Objectives

This key area of intervention will support the co-ordination of the reform effort between different government organisations that are dealing with the reforms associated with public management methods, will encourage them to collaborate of the design of further reform initiatives and support their efforts to manage, co-ordinate and refine each of the reforms during implementation.

This key area of intervention will support the co-ordination and collaboration efforts to find the best (good practice) solutions to common problems. It will support the efforts of working groups drawn from the implementing ministries for the sharing of good practice, for example in design, specification and contracting activities. It will also seek to produce

uniform standards for the documentation of the systems, practices and procedures that underpin the package of reforms. It is also intended that there will be facilities to include in the implementation of the package of reforms, emerging thinking in areas like knowledge management and the innovative use of technology in administration.

The implementation of the reforms in the public administration sector is an important step for a sustainable improvement in the functioning of this sector. The management of the reforms is part of the entire management scheme from the public authorities, so this key area of intervention can be seen as part of the improving process of the management functions of the public administration.

One of the main priorities of the National Strategic Reference Framework is to build an effective public administration through actions that will support the strengthening of the institutional management capacity of the central administration.

1.1.2. Operations

1.1.2.a Studies and research of reform experiences in other member states including short study visits; Sⁱ

1.1.2.b Technical assistance with the drafting of an integrated management reform framework and implementation methodologies and guidance; TAⁱⁱ

1.1.2.c Consultations and surveys of opinions of targeted beneficiaries on the progress of the reforms; S

1.1.2.d Organization of brainstorming events, co-ordination between the management parties, commissioning of analytical research to support the maintenance of the individual reforms and their integration; TA

1.1.2.e Support to the design of further policy related performance enhancing reforms such as regulatory impact assessments; risk management; development of the role of high civil servants; S

1.1.2.f Specific consideration will be given to identifying ways of implementing the reforms as an integrated package of reforms in ministries and institutions that possess sufficient absorption capacity for this complex task. This is expected to include those sectors responsible for major contribution to economic growth;

1.1.2.g Provide for support to working groups for the capture of “good practice” and the specification of standards for the supporting documentation of the reforms; TA

1.1.2.h Provide for the study and development of advance reform issues like knowledge management and the innovative use of technology in administration. TA

1.1.3 Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
81	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

1.1.4 Grant size

1.1.5 Project selection criteria

- Eligibility criteria
 - All the documents requested in the call for proposals are presented
 - The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
 - Project activities meet OP, PC and call for proposals' requests
 - Compliance of the period of implementation with the period of implementation of the operation
 - The applicants and the partners are legal, registered entities
 - The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement
- Selection criteria
 - Importance of the problem proposed to be solved by the action
 - Compliance with the ESF eligibility rules
 - The proposed expenditures are eligible
 - Expected impact of the actions proposed
 - Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
 - Monitoring and evaluations systems proposed
 - How the actions proposed deal with the horizontal themes like equal opportunities
 - Comprehensiveness, preciseness and conciseness of the information included in the application
 - Co-financing capacity;
 - Capacity of the beneficiary organization to manage the operation of the action
 - Coherence with the national and EU strategic reference framework

1.1.6 Intermediate Bodies

No

1.1.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACDⁱⁱⁱ

1.1.8 Beneficiaries

for operations 1.1.2.a, 1.1.2.b, 1.1.2.c, 1.1.2.d, 1.1.2.g, 1.1.2.h :

✓ CPA^{iv} authorities, universities, organizations from the private sector, non-governmental organizations

for operation 1.1.2.e :

- ✓ CUPAR^v
- ✓ PPU^{vi} from GSG^{vii}
- ✓ PPUs from the other ministries

for operation 1.1.2.f :

- ✓ CPA authorities

1.1.9 End recipients

1.1.10 Financial Plan

- MEuro -

Total budget	21.76
Community contribution (ESF)	18.50
National contribution	3.26
- Public	3.26
- Private	0.00

1.1.11 Monitoring and evaluation indicators

- Number of studies on the reform experiences of other member states carried out
- The framework of an integrated management reform designed; the implementation methodologies and guidance for an integrated management reform designed
- Number of surveys on the progress of the reform carried out
- Number of brainstorming events organized

1.1.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

1.1.13 State Aid

N/A.

Key Area of Intervention 1.2 - Capacity to formulate public policy, including inter-institutional sectoral strategies and institutional strategic plans

1.2.1 – Description:

- Background and rationale

The first normative act that regulates the methodology to elaborate normative acts is Law no. 24/2000, subsequently amended and completed. In 2003, through Prime Minister's Decision no. 258/2003, the Public Policy Unit (PPU) has been created, under the subordination of the General Secretariat of the Government (GSG). PPU's main attributions were to strengthen the Government's capacity to formulate, implement and monitor coordinated public policies at central level and to strengthen the administrative and managerial capacity of the Government. In 2005, the Inter-ministerial committee for the co-ordination of public policies has been set up and GD no. 775/2005 on the approval of the Regulations regarding the procedures to elaborate, monitor and evaluate public policies at central level has been adopted and came into force on the 1st of January 2006.

At the same time, a reform of the inter-ministerial bodies has been initiated through GD no. 750/2005. According to this normative act, 11 permanent inter-ministerial bodies have been established. Their main topics are: justice and home affairs; European integration and foreign affairs; economy, market, competitiveness and business environment; public administration and civil service; social affairs and health; education, culture, sports; minorities; agriculture and rural development; regional development; infrastructure and tourism; strategic planning.

The lack of a modern public policy management in Romania has been a concern of the donor community, including EC, World Bank and bilateral donors. A recent Sigma report highlighted issues to be addressed in the monitoring functions at the central level of administration, the coherence of the policy formulation framework, inter-ministerial consultation, co-ordination and strategic capacities. The professional and technical knowledge and competences in these areas are limited and need to be significantly strengthened to achieve the policy management reform. This is the main focus of policy formulation processes section under priority axis 1. The development of policy formulation and management will increase the convergence of more modernization initiatives through junction with the reform of the budgetary process from the multi-annual perspective, including the management of public expenditures, also through introduction of strategic planning and monitoring within ministries and performance management systems based upon competence and evaluation of staff.

Priority Axis 1 is concerned with strengthening the institutional management capacity of ministries and their associated institutions by reforming the decision making process, and implementing a strategic management approach to the allocation of resources and the measurement of performance. The reforms aim to provide high and leading civil servants with the knowledge and tools to enhance performance. They include the introduction of a modern organisational performance culture using monitoring and evaluation of outputs and outcomes. They cater for the implementation of a set of civil service reforms to complete the transformation of the relationship between political and administrative functions at central administration (already provided for in legislation) and bring the changes down to the level of the individual civil servant. This is regarded as fundamental to the success of the overall initiative.

The public policy cycle interventions are also among the cornerstones of good governance and support open government, and improvements in the management of civil servants. The Government regards the rationalisation of administrative structures, the

strengthening of management capabilities in a politically neutral civil service and the strengthening of the ability to implement co-ordinated policy instruments as being fundamental to the successful formulation and implementation of the policies that will deliver balanced sustainable economic growth in the longer term

The key areas of intervention identified for this priority were selected as being appropriate to the objectives of the ESF while most closely supporting the current stage of the reform efforts. It is recognised that the reforms targeted in this priority will take several years to come to fruition. This was taken into account in the selection of result indicators. The priority axis also highlights the critical need for top level support for the successful achievement of the reform objectives.

- Objectives

This key area of intervention aims at strengthening policy formulation, planning and the implementation cycle. This includes an improved public policy planning process, a better coordination between public institutions for the drafting of legislation, a good institutional strategic planning and well trained public servants in public policy management.

The Government is keen to accelerate the implementation of these reforms regarding public policy formulation, including inter-institutional sectoral strategies and institutional strategic plans.

1.2.2 Operations

The public policy planning process

1.2.2.a Implement procedures for designing, implementing and evaluating public policy proposals including the requirement for PPPs to be accepted at the political level (i.e. the Government); TA

1.2.2.b Provide the training and implementation support to introduce the principles, standards and rules of procedure for policy formulation as set out in the regulations or normative act. This shall include strategies, programmes, public policy proposals, practical support for the drafting of policy documents, cost benefit analysis for the public policy proposals; T

1.2.2.c Develop and implement procedures for regulatory impact assessment within the policy formulation process; S, TA

1.2.2.d Provide assistance to the communication and consultation processes for policy formulation, including the conduct of meetings at different levels (whole-of-government, political, inter-institutional levels, and national consultation mechanisms with social partners). TA, A^{viii}

Legislative drafting

1.2.2.e Strengthen the inter-ministerial coordination process for the whole policy cycle - from the very beginning of putting a draft normative act for consultations; preparatory meetings at an earlier stage of consultations. This includes support to the functioning of the inter-ministerial councils; TA

1.2.2.f Study the potential use of IT in document circulation and accessibility and bring forward implementation proposals; S

1.2.2.g Strengthen the Legal Department of the Government Secretariat. TA

Institutional strategic planning

1.2.2.h Develop the role of the Strategic Planning Council in deciding on strategic priorities through increased capacity for brainstorming sessions, preparation of SWOT analysis. Provide training on the strategic planning methodology. („the rules of the game”); TA, T

1.2.2.i Support the linkage of strategic plans to the multi-annual budgeting framework. The ISP should not be separated from the line ministry Annual Plans. Such plans could have unified format consisting of activities related to the key priorities of the Government (as spelled out in the ISP) and other measures and activities that are needed for meeting other priority statements of the Government and sector’s development in general; TA

1.2.2.j Implement sectoral strategic planning. The strategic planning and program creation part requires a strengthening of co-ordination between the Ministry of Finance and the GSG PPU, too. A good program structure is essential for effective policy management; TA

1.2.2.k Develop and deliver training material on the background work for preparing and implementing a Sectoral strategy; support action learning programmes and mentoring of pilot implementation of inter-institutional collaboration; TA, T^{ix}

1.2.2.l Undertake studies to inform key elements of a Sectoral planning approach, for example, territorial planning; prepare policy and practice handbooks and supporting training material; S

1.2.2.m Strengthen the capacities for good data gathering, research and analysis. Support the practical implementation of good practice in Sectoral planning, monitoring and evaluation, including the integration of Sectoral strategies into institutional strategies TA

1.2.2.n Support a peer review mechanism for the outputs (the Sectoral strategies); TA

1.2.2.o Study the integration of Sectoral strategies into institutional strategic plans. S

Training in public policy management

1.2.2.p Facilitate competence building activity for representatives of the line ministries in the preparation and launching of the new system and creation of new procedures of drafting policy proposals and legislation; T

1.2.2.r Design and implement structured courses in public policy management and impact assessment methods for all different levels of training, both in short term course format for senior officials and specialists, and longer term program for young graduates from higher education; T

1.2.2.s Provide training courses in policy analysis, to include general information on public policy and strategic planning systems, practical case studies from Romanian and other countries public administrations, including calculation of costs, choice of appropriate evaluation methods and practice of planning of implementation; T

1.2.2.t Facilitate collaboration with universities providing study courses in policy analysis, to provide the core knowledge and skills for policy analysis already in the stage of formal education. It is envisaged that a number of graduate programmes will be developed, tailored to the needs of civil servants covering areas like policy analysis, decision making in a public sector context and evaluation. T

1.2.3. Categorization of interventions

- Priority theme

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
081	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

1.2.4. Grant size

1.2.5. Project selection criteria

- Eligibility criteria

As general selection criteria for the projects submitted within this key area of intervention there are:

- All the documents requested in the call for proposals are presented
- The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
- Project activities meet OP, PC and call for proposals' requests
- Compliance of the period of implementation with the period of implementation of the operation
- The applicants and the partners are legal, registered entities
- The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement

- Selection criteria

- Importance of the problem proposed to be solved by the action
- Compliance with the ESF eligibility rules
- The proposed expenditures are eligible
- Expected impact of the actions proposed

- Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
- Monitoring and evaluations systems proposed
- How the actions proposed deal with the horizontal themes like equal opportunities
- Comprehensiveness, preciseness and conciseness of the information included in the application
- Co-financing capacity;
- Capacity of the beneficiary organization to manage the operation of the action
- Coherence with the national and EU strategic reference framework

1.2.6. Intermediate Bodies – no intermediate bodies

No

1.2.7. Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

1.2.8. Beneficiaries

for operations 1.2.2.a, 1.2.2.b,:

✓ CPA authorities, universities, organizations from the private sector, non-governmental organizations

for operation 1.2.2.c :

✓ PPU from GSG

✓ PPU from the other ministries

For operations 1.2.2.d to 1.2.2.t:

✓ PPU from GSG

✓ PPU from the other ministries

1.2.9. End recipients

1.2.10. Financial Plan

- MEuro -

Total budget	34.82
Community contribution (ESF)	29.60
National contribution	5.22
- Public	5.22
- Private	0.00

1.2.11. Monitoring and evaluation indicators

- Number of different procedures developed and implemented
- Number of people trained
- Number of meetings organized
- Number of studies carried out
- Number of different strategic plans implemented
- Number of contracted consultants
- Number of central public authorities involved in the implementation of the projects

1.2.12. Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

1.2.13. State Aid

N/A

Key Area of Intervention 1.3. - Implement Civil Service Reform

1.3.1 Description

- Background and rationale

The implementation of the civil service reform includes the rationalisation of the structures that implements public policies, the performance management system as well the training for high civil servants.

The Government recognises that a large number of agencies have evolved over time and that there is scope for a rationalisation of the allocation of institutional functions. This is needed, not only to support civil service reform, but also to improve policy implementation structures. OP ACD will support studies of the experiences of other Member States in this area and will provide for the knowledge and technical skills needed to undertake such rationalisation exercises.

The government is committed to completing the implementation of civil service reforms across the public administration. The Public Administration Sector has been identified as a poor performer in the Regular Reports, in Phare evaluation reports and SIGMA reports. It is generally recognised that insufficient progress has been made in a number of key areas of civil service reform.

In this respect, the principles of the performance management will be applied regularly when the objectives of the individual performance of the public servants are defined.

The interventions from this key area of interventions will support the organisation and delivery of more sustainable training interventions to support the roll-out of individual reforms (policy formulation, strategic planning, monitoring and evaluation, HRM reform) to all ministries and central government organisations.

- Objectives

Gaining experience (good practice) in the implementation of public policies, applying regularly the principles of performance management, as well as organizing and providing training to introduce punctual reforms will lead to an efficient identification and to a better management of public policies implementation by the trained public servants contributing at the increase of the performance of the Romanian public administration.

The specific objective of this OP is to contribute to a sustainable improvement in public administration in Romania. One major step in achieving this objective is the implementation of a civil service reform through the rationalisation of the structures within the public authorities, applying performance management principles and also by training the high civil servants.

The general objective of the OP ACD is to contribute to the achievement of EU and national objectives to make progress in socio-economic development in line with cohesion and convergence goals. Progress in socio-economic development can be accomplished only after an improvement of the public administration.

1.3.2 Operations:

- 1.3.2.a Development of capacity and methodologies to undertake rationalization studies; TA
- 1.3.2.b Technical support to studies leading to a rationalization of the allocation of policy areas to ministries, the reduction of overlaps and the alignment of sectors to institutions; S
- 1.3.2. c Support to the implementation of rationalization recommendations; GS^x

- 1.3.2. d Studies of current civil service employee attitudes to support the design of a performance management initiative in the central administration; S
- 1.3.2.e Design of a performance management initiative (theory, and practice) and an implementation plan for its introduction to the central administration; AT
- 1.3.2.f Training to support implementation of the system. The training is needed for all civil servants; T
- 1.3.2.g Implementation of information systems to support the operation of the performance management system; AT to support a Grant Scheme
- 1.3.2.h Evaluation of implementation of the reforms; S
- 1.3.2.i Research and consultations with member states on alternative ways of providing for the training needs of senior civil servants; S
- 1.3.2.j Design of tailored training programmes to support the separate elements of reform; AT
- 1.3.2.k Design of special graduate level programmes in strategic management for high civil servants; AT
- 1.3.2.l Design of short training programmes in reform areas (for example, policy analysis, evaluation, competition and regulation) (Note: It is expected that larger programmes leading to professional qualifications will be supported under the SOP HRD); AT
- 1.3.2.m Design specialised training programmes for change managers; AT
- 1.3.2.n Develop CD Rom based self tuition training modules; AT
- 1.3.2.o Provide training related consultancy supports (e.g. curriculum development, web design); T
- 1.3.2.p Develop documentation to support reforms (forms, templates, guidance manuals, handbooks, reference materials, flyers, booklets, magazines, posters etc). A
- 1.3.2.r Commissioning of training needs analysis; S
- 1.3.2.s Support the development of in-house training capabilities within ministries, including management of training, monitoring and evaluation of training effectiveness, training infrastructure; AT
- 1.3.2.t Procurement of training solutions to support the implementation of the reforms; AT
- 1.3.2.u Implement a graduate programme in modern public administration aimed at high civil servants. GS

1.3.3. Categorisation of interventions

- **Priority theme**

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
81	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- **Form of finance**

Code	Form of finance
01	Non-repayable aid

- **Territorial dimension**

Code	Territory type
00	Not applicable

1.3.4 Grant size

For operation: 1.3.2.c .:Support to the implementation of rationalization recommendations

Eligible value of the project (Euro)	10,000 – 100,000
Maximum size of grant to total eligible cost (%)	100
Minimum contribution of the applicant	0
Community contribution to the support granted (%)	85
National public contribution to the support granted (%)	15

For operation 1.3.2.g: Implementation of information systems to support the operation of the performance management system

Eligible value of the project (Euro)	10,000 – 100,000
Maximum size of grant to total eligible cost (%)	100
Minimum contribution of the applicant	0
Community contribution to the support granted (%)	85
National public contribution to the support granted (%)	15

1.3.5 Project selection criteria

- Eligibility criteria
 - All the documents requested in the call for proposals are presented
 - The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
 - Project activities meet OP, PC and call for proposals' requests
 - Compliance of the period of implementation with the period of implementation of the operation
 - The applicants and the partners are legal, registered entities
 - The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement

- Selection criteria
 - Importance of the problem proposed to be solved by the action
 - Compliance with the ESF eligibility rules
 - The proposed expenditures are eligible
 - Expected impact of the actions proposed
 - Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
 - Monitoring and evaluations systems proposed
 - How the actions proposed deal with the horizontal themes like equal opportunities
 - Comprehensiveness, preciseness and conciseness of the information included in the application
 - Co-financing capacity;
 - Capacity of the beneficiary organization to manage the operation of the action
 - Coherence with the national and EU strategic reference framework

1.3.6 Intermediate Bodies

No

1.3.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

1.3.8 Beneficiaries

for operation 1.3.2.a:

- ✓ CUPAR

for operation 1.3.2.b, 1.3.2.c, 1.3.2.f, :

- ✓ CPA authorities,
- ✓ Universities,
- ✓ organizations from the private sector,
- ✓ non- governmental organizations

for operation 1.3.2.d. :

- ✓ NACS^{xi}
- ✓ universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation 1.3.2.e :

- ✓ NACS
- ✓ CUPAR
- ✓ organizations from the private
- ✓ non- governmental organizations

for operation 1.3.2.g:

- ✓ CPA authorities
- ✓ LPA^{xii} authorities
- ✓ universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations
- ✓ CUPAR

for operation 1.3.2.h., 1.3.2.m, 1.3.2.n:

- ✓ CUPAR

for operations 1.3.2.i, 1.3.2.j, 1.3.2.r:

- ✓ CUPAR
- ✓ NACS
- ✓ NIA^{xiii}

for operation 1.3.2.k, 1.3.2.l :

- ✓ CUPAR
- ✓ NACS
- ✓ NIA

- ✓ CPA authorities
- ✓ Universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation 1.3.2.o, 1.3.2.s :

- ✓ universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation p :

- ✓ CUPAR
- ✓ Universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation 1.3.2.t :

- ✓ CPA authorities

1.3.9 End recipients

for operation 1.3.2.c:

- ✓ CPA authorities

for operation 1.3.2.g:

- ✓ CPA authorities
- ✓ LPA authorities

1.3.10 Financial Plan

- MEuro -

Total budget	21.76
Community contribution (ESF)	18.50
National contribution	3.26
- Public	3.26
- Private	0.00

1.3.11 Monitoring and evaluation indicators

- Number of studies produced
- Number of public institutions involved in the implementation of rationalization process
- Number of recommendations implemented
- Performance management initiative designed
- Number of civil servants trained
- Number of information systems implemented
- Different training programmes designed
- Self tuition training modules designed

1.3.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

1.3.13 State Aid

N/A

Key Area of Intervention 1.4 - Implement a programme monitoring and evaluation framework

1.4.1 Description

- Background and rationale

The law supporting the reform of the budget framework requires ministries to submit budgets for one year ahead with estimates for three further years. The reform also includes elements of programme budgeting that allocate the budget to programme objectives and outputs. At present, the strategic planning reform (already described) that is planned under Phare support is limited to areas of public policy that support normative acts. It is proposed that the OP ACD will be used to significantly widen the strategic management reform, eventually to cover all activities covered by the budget. This will require capacity strengthening interventions (training and implementation support) for staff in PPU's and for staff in finance units.

- Objectives

While good progress has been made in the migration to a multi-annual budgeting framework, less attention has been paid to public expenditure management dimension of the policy cycle. The OP ACD will address this need in two direct ways:

- It will support an improved linkage between the budget units and the public policy units in ministries;
- It will extend the multi-annual budgeting cycle by introducing a monitoring and evaluation framework that provides a forum for the consideration of performance in terms of outcomes and their societal impacts, and that provides important feedback to the policy formulation process.

An improved monitoring and evaluation framework can contribute to a sustainable improvement in public administration in Romania which will have finally a positive impact on the process of socio economic development of the country.

1.4.2 Operations

1.4.2.a Strengthen the co-ordination between budgeting departments and public policy units within ministries; AT

1.4.2.b Development of good practice guidance and procedure documentation for monitoring and evaluation, including technical support to a central co-coordinating unit; AT

1.4.2.c Implement an evaluation initiative covering the major spending programmes on a cyclical basis; GS

1.4.2.d Support to the central co-ordination and follow-up of evaluation reports; AT

1.4.2.e Studies for the design and commissioning of information systems to support monitoring and evaluation activities; S

1.4.2.f Training (including both short applied programmes and longer graduate programmes) for middle-grade civil servants in multi-annual budgeting, policy analysis and programme evaluation; T

1.4.2.g Peer reviews of evaluation activities; AT

1.4.2.h Support Romanian participation in member state evaluation networks. AT

1.4.3 Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
81	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

1.4.4. Grant size

For operation 1.4.2.c: Implement an evaluation initiative covering the major spending programmes on a cyclical basis

Eligible value of the project (Euro)	10,000 – 100,000
Maximum size of grant to total eligible cost (%)	100
Minimum contribution of the applicant	0
Community contribution to the support granted (%)	85
National public contribution to the support granted (%)	15

1.4.5 Project selection criteria

- Eligibility criteria
 - All the documents requested in the call for proposals are presented
 - The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
 - Project activities meet OP, PC and call for proposals' requests
 - Compliance of the period of implementation with the period of implementation of the operation
 - The applicants and the partners are legal, registered entities
 - The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement
- Selection criteria
 - Importance of the problem proposed to be solved by the action
 - Compliance with the ESF eligibility rules
 - The proposed expenditures are eligible
 - Expected impact of the actions proposed
 - Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
 - Monitoring and evaluations systems proposed

- How the actions proposed deal with the horizontal themes like equal opportunities
- Comprehensiveness, preciseness and conciseness of the information included in the application
- Co-financing capacity;
- Capacity of the beneficiary organization to manage the operation of the action
- Coherence with the national and EU strategic reference framework

1.4.6 Intermediate Bodies

No

1.4.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

1.4.8 Beneficiaries

for operation 1.4.2.a, 1.4.2.b, :

- ✓ CUPAR

for operation 1.4.2.c, 1.4.2.d, 1.4.2.e :

- ✓ CPA authorities

for operation 1.4.2.f :

- ✓ public trainers providers
- ✓ universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation 1.4.2.g :

- ✓ universities
- ✓ organizations
- ✓ non- governmental organizations

for operation 1.4.2.h:

- ✓ CPA authorities
- ✓ CUPAR

1.4.9 End recipients

For operation **1.4.2.d:**

- ✓ CPA authorities

1.4.10 Financial Plan

- MEuro -

Total budget	8.71
Community contribution (ESF)	7.40
National contribution	1.31
- Public	1.31
- Private	0.00

1.4.11 Monitoring and evaluation indicators

- Number of contracted consultants
- Number of evaluation initiatives implemented
- Number of studies carried out
- Number of documentation produced
- Number of public institutions involved in the projects

1.4.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

1.4.13 State Aid

N/A

PRIORITY AXIS 2 - “Capacity development to improve the service performance of local administration”

Key Area of Intervention 2.1 - Activities supporting the management of the reforms in local public administration

2.1.1. Description

- Background and rationale

The management of the reforms in local public administration is one of the key issues addressed by the OP ACD. In this context, a decentralised/deconcentrated administration is considered particularly appropriate for Romania due to the size, dispersion and large number of small communities in the country. Due to the huge scale of local administration in Romania, the OP targets specific interventions that address areas that offer the best prospects for providing examples of good practice that could be replicated elsewhere.

The multi-annual PHARE 2004-2006 interventions continue to prepare the groundwork for the creation of an infrastructure that can successfully complete the decentralisation/deconcentration reform as a basis for better managed services to the general public.

The implementation of the Romanian public administration reform (PAR) strategy at local level is based on a commitment to significant decentralisation of service delivery and a deconcentration of many public services from central government to more efficient organisation units that can operate closer to the end consumer.

This key area of intervention will support the carry through of basic reforms associated with strategic planning, management, human resource performance management, and capacity building and performance evaluation, to the local administration level. The key area of intervention will pay attention to opportunities to eliminate unnecessary bureaucracy and to an improved quality of customer service. The typical interventions will include management development programmes for county, municipal and commune managers and professional training.

- Objectives

The key aims of the National Strategic Reference Framework 2007-2013 (NSRF) are to strengthen the strategic focus of Romania’s Economic and Social Cohesion and Regional Policies and to make the appropriate linkages to the European Commission policies, notably the Lisbon Strategy, which builds policies for economic growth and the creation of jobs.

In agreement with the NSRF, the general objective of the OP ACD is to contribute to the achievement of EU and national objectives to make progress in socio-economic development in line with cohesion and convergence goals. The specific objective is to contribute to a sustainable improvement in public administration in Romania.

Priority axis 2 seeks to provide in-depth implementation support for counties and sub-county organisations (municipalities and communes) for improving the efficiency and quality of their administration of service delivery.

The OP strategy envisages bringing together a package of reforms associated with public management methods. Therefore, this key area of intervention will support the co-ordination of the reform effort between CUPAR and other involved actors that may be established as part of the implementation management structure. The indicative operations seek to encourage them to collaborate on the design of further reform initiatives and support their efforts to maintain and refine each of the reforms during implementation.

2.1.2 Operations

2.1.2.a Studies and research of local administration reform experiences in other member states, including short study visits – S

2.1.2.b Technical assistance with the drafting of an integrated management reform framework and implementation methodologies and guidance - TA;

2.1.2.c Consultations and surveys of opinion of targeted beneficiaries on the progress of the reforms - A;

2.1.2 d Organization of brainstorming events, co-ordination between the management parties, commissioning of analytical research to support the maintenance of the individual reforms and their integration; TA;

2.1.2.e Support to the design of further instruments that support governance at local administration such as risk management; development of internal management reporting, specific training on management accountability - TA and T;

2.1.2.f Specific consideration will be given to identifying ways of implementing the reforms as an integrated package of reforms in counties, municipalities and communes that possess sufficient absorption capacity for this complex task. This is expected to include those sectors responsible for major contribution to economic growth - GS;

2.1.2.g Provide for support to working groups drawn from the targeted beneficiaries for the capture of “good practice” and the specification of standards for the supporting documentation of the reforms - T/TA;

2.1.2.h Provide for the study and development of advanced reform issues like knowledge management and the innovative use of technology in administration - T/TA.

2.1.3 Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
81	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

2.1.4 Grant size

Eligible value of the project (Euro)	50,000 – 150,000
Maximum size of grant to total eligible cost (%)	98
Minimum contribution of the applicant (%)	2
Community contribution to the support granted (%)	85
National public contribution to the support granted (%)	15

2.1.5 Project selection criteria

- **Eligibility criteria**

- All the documents requested in the call for proposals are presented
- The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
- Project activities meet OP, PC and call for proposals' requests
- Compliance of the period of implementation with the period of implementation of the operation
- The applicants and the partners are legal, registered entities
- The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement

- **Selection criteria**

- Importance of the problem proposed to be solved by the action
- Compliance with the ESF eligibility rules
- The proposed expenditures are eligible
- Expected impact of the actions proposed
- Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
- Monitoring and evaluations systems proposed
- How the actions proposed deal with the horizontal themes like equal opportunities
- Comprehensiveness, preciseness and conciseness of the information included in the application
- Co-financing capacity;
- Capacity of the beneficiary organization to manage the operation of the action
- Coherence with the national and EU strategic reference framework

2.1.6 Intermediate Bodies

No

2.1.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

2.1.8 Beneficiaries (individual projects or grant schemes)

for operation 2.1.2.a

- ✓ CUPAR
- ✓ training providers
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation 2.1.2 b, 2.1.2.d, 2.1.2.f :

- ✓ CUPAR.

for operation 2.1.2 c

- ✓ non- governmental organizations
- ✓ organizations from the private sector.

for operation 2.1.2 e, 2.1.2.g, 2.1.2.h :

- ✓ CUPAR,
- ✓ training providers

2.1.9 End recipients (for no. 2.1.2.f)

LPA authorities.

2.1.10 Financial Plan

- MEuro -

Total budget	21.77
Community contribution (ESF)	18.50
National contribution	3.27
- Public	3.27
- Private	0.00

2.1.11 Monitoring and evaluation indicators

- Number of progress reports produced;
- Number of people attending training sessions;
- Number of hours of training;
- Number of local public authorities involved;
- Number of contracted consultants.
- Number of awareness-raising campaigns organised;
- Number of people trained;
- Number of studies produced;
- Number of counties/municipalities/communes that implement the reforms.

2.1.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

2.1.13 State Aid

N/A

Key Area of Intervention 2.2 - Strengthen capacity for strategic management and action planning

2.2.1 Description

- Background and rationale

Local public administration reform (PAR) refers to the process of enhancing the performance of public administration and public services in relation to carrying out their functions and tasks. Therefore, PAR involves an enhancement of administrative capacity that leads to improved performance. One of the outcomes of the administrative capacity development process in local administration is helping institutions to better implement their functions. The strategic management approach is one of the main instruments for improving the management of resources in local administration.

This key area of intervention targets the levels of counties, municipalities and communes. In this context, early experiments in the use of strategic plans at county level and in deconcentrated services show that they support a switch in management focus from inputs to the outputs of local services and the quality of service delivery in a way that has very positive benefits for the citizen. For example, it is expected that through this key area of intervention, good practices for the simplification of procedures for the processing of applications for official documents can be achieved leading to a reduction in waiting times.

- Objectives

The key aims of the National Strategic Reference Framework 2007-2013 (NSRF) are to strengthen the strategic focus of Romania's Economic and Social Cohesion and Regional Policies and to make the correct and appropriate linkages to the European Commission policies, notably the Lisbon Strategy, which builds policies for economic growth and the creation of jobs.

In agreement with the NSRF, the general objective of the OP ACD is to contribute to the achievement of EU and national objectives to make progress in socio-economic development in line with cohesion and convergence goals. The specific objective is to contribute to a sustainable improvement in public administration in Romania.

Priority axis 2 seeks to provide in-depth implementation support for counties and sub-county organisations (municipalities and communes) for improving the efficiency and quality of their administration of service delivery.

Strategic and action planning is a vital part of PAR in the context of the challenges that Romania has to face by becoming a member of the EU. Therefore, the implementation of strategic and action planning at county level envisages a wide range of activities, such as: developing a national benchmarking system for public services delivery and customised reform initiatives to assist work efficiency issues like work-flow analysis, document management, communication, team working.

2.2.2 Operations (types of projects and grant schemes)

2.2.2.a Ongoing support to the management of the reform effort, including the provision of *equipment* to reform management structures - TA.

! For this particular operation, the flexibility facility will be applied

2.2.2.b Technical assistance to support planning to introduce the reforms (either in a package or on a stand alone basis) in a county within an agreed timescale -TA;

2.2.2.c Implementation of strategic and action planning at county level:

- Introduction of a classification system for local public services and development of a national benchmarking system for public services delivery by local administration- TA;
- Technical assistance for the development of strategic and action plans in areas, like improving the consultation process, elaboration of objectives and target setting, cost-benefit methods and resource scheduling – TA;
- Technical assistance for systems reviews and the updating of information systems strategies - TA;
- Technical assistance for training plans as part of reform implementation plans and human resource planning - TA;
- Technical assistance for improving the capacity for financial analysis, budgeting and costing studies - TA;
- Customised reform initiatives to address work efficiency issues like work-flow analysis, document management, communications, team working - GS;
- Support to the strengthening of governance, including internal audit, risk management, compliance management - TA;
- Support to implementation of the reforms in the counties - TA;
- Support to local public organizations, community development associations and local authorities representative associations to apply for financial support; create partnerships at regional level to increase the opportunities to access domestic and foreign development funds - TA.

2.2.3 Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
81	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

2.2.4 Grant size

Eligible value of the project (Euro)	10,000- 100,000
Maximum size of grant to total eligible cost (%)	98
Minimum contribution of the applicant (%)	2
Community contribution to the support granted (%)	85
National public contribution to the support granted (%)	15

2.2.5 Project selection criteria

- Eligibility criteria

- All the documents requested in the call for proposals are presented
- The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
- Project activities meet OP, PC and call for proposals' requests
- Compliance of the period of implementation with the period of implementation of the operation
- The applicants and the partners are legal, registered entities
- The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement
- Selection criteria
 - Importance of the problem proposed to be solved by the action
 - Compliance with the ESF eligibility rules
 - The proposed expenditures are eligible
 - Expected impact of the actions proposed
 - Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
 - Monitoring and evaluations systems proposed
 - How the actions proposed deal with the horizontal themes like equal opportunities
 - Comprehensiveness, preciseness and conciseness of the information included in the application
 - Co-financing capacity;
 - Capacity of the beneficiary organization to manage the operation of the action
 - Coherence with the national and EU strategic reference framework

2.2.6 Intermediate Bodies

No

2.2.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

2.2.8 Beneficiaries (individual projects or grant schemes)

For all operations (except one) of this key area of intervention the beneficiaries will be:

- ✓ LPA authorities
- ✓ organizations from the private sector
- ✓ non- governmental organizations.
- ✓

For operation “*Customised reform initiatives to address work efficiency issues like work-flow analysis, document management, communications, team working*” the beneficiary will be CUPAR

2.2.9 End recipients (for *Customised reform initiatives to address work efficiency issues like work-flow analysis, document management, communications, team working* operation):

LPA authorities.

2.2.10 Financial Plan

- MEuro -

Total budget	34.81
Community contribution (ESF)	29.60
National contribution	5.21
- Public	5.21
- Private	0.00

2.2.11 Monitoring and evaluation indicators

- Number of progress reports produced;
- Number of people attending training sessions;
- Number of hours of training;
- Number of local public authorities involved;
- Number of contracted consultants.
- Number of awareness-raising campaigns organised;
- Number of people trained;
- Number of studies produced;
- Number of counties/municipalities/communes that implement the reforms.

2.2.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

2.2.13 State Aid

N/A

Key Area of Intervention 2.3 – Rationalisation of local service delivery and strengthening of human resource management

2.3.1 Description

- Background and rationale

This key area of intervention will extend the core elements of the rationalisation of structures and the modernisation of human resource management to the local administration level.

The rationalisation of the allocation of institutional functions is necessary because a large number of institutions have evolved over time.

The rationalisation process is needed, not only to support civil service reform, but also to improve policy implementation structures. It is proposed that OP ACD will support studies of the experiences of other Member States in this area and will provide for the knowledge and technical skills needed to undertake such rationalisation exercises.

Priority will be given to selected counties and sub-county institutions (communes, municipalities) based on a needs analysis and on the prospects for developing examples of good practice. Implementation will target those counties that would benefit most in terms of growth potential and will be sufficiently flexible to seek appropriate solutions to support the weakest counties.

The development of a dedicated training capacity for the public sector has been channelled through the National Institute of Administration (NIA) and the Regional Training Centres (RTCs). A number of general training programmes have been developed covering modern management methods in the public sector.

The interventions will support the organisation and delivery of more sustainable training interventions to support the roll-out of individual reforms (policy formulation, strategic planning, monitoring and evaluation, HRM reform) at the local administration level.

- Objectives

The key aims of the National Strategic Reference Framework 2007-2013 (NSRF) are to strengthen the strategic focus of Romania's Economic and Social Cohesion and Regional Policies and to make the correct and appropriate linkages to the European Commission policies, notably the Lisbon Strategy, which builds policies for economic growth and the creation of jobs.

In agreement with the NSRF, the general objective of the OP ACD is to contribute to the achievement of EU and national objectives to make progress in socio-economic development in line with cohesion and convergence goals. The specific objective is to contribute to a sustainable improvement in public administration in Romania.

Priority axis 2 seeks to provide in-depth implementation support for counties and sub-county organisations (municipalities and communes) for improving the efficiency and quality of their administration of service delivery.

This key area of intervention focuses on the process of rationalisation of structures in local public administration. This includes several initiatives, such as: support to the implementation of rationalisation recommendations, support to municipalities/communes for improving the efficiency and quality of the delivery of local public services, creation of partnerships at local level and the implementation of the one-stop-shop approach.

HRM is one of the important aspects of the integrated package of reform initiatives that OP ACD addresses. Thus, the activities envisaged in this key area of intervention encourage the strengthening of the capacity of human resource management function in local

administration through executive training, the implementation of a performance management initiative, the delivery of tailored training programmes and short training programmes in reform areas and development of training related consultancy supports and documentation supporting the reforms.

2.3.2 Operations (types of projects and grant schemes)

Rationalisation of local administration structures

- 2.3.2.a Development of capacity to undertake rationalisation studies - TA;
- 2.3.2.b Support to further implementation of the one-stop-shop approach between county and sub-county administrations - GS;
- 2.3.2.c Support to the implementation of rationalisation recommendations, including improving communication activities between counties, municipalities/communes and citizens - TA;
- 2.3.2.d Support to municipalities/communes for initiatives in improving the efficiency and quality of the delivery of local public services - GS;
- 2.3.2.e Support to collaboration initiatives between local administration and local public organisations, community development associations to apply for financial support; create partnerships at regional level to increase the opportunities to access domestic and foreign development funds - TA .

Human resource management in local administration

- 2.3.2.f Strengthen the capacity of human resource management function in local administration through executive training, and technical assistance to support the capture of good practice - T.
- 2.3.2.g Design and implement a performance management initiative at local administration - TA.
- 2.3.2.h Introduce the capacity for the evaluation of human capacity needs, competency gaps and innovative solutions to improve the work-life balance of civil servants working in local administration - TA.
- 2.3.2.i Design and deliver tailored training programmes to support the separate elements of the reform T;
- 2.3.2.j Design of short training programmes in reform areas (for example, policy analysis, evaluation, competition and regulation, computer skills) (Note: It is expected that larger programmes leading to professional qualifications will be supported under the SOP HRD) - TA;
- 2.3.2.k Design specialised training programmes for change managers - TA;
- 2.3.2.l Develop CD Rom based self tuition training modules- TA;
- 2.3.2.m Provide training related consultancy supports (eg curriculum development, web design) - TA;
- 2.3.2.n Develop documentation to support reforms (forms, templates, guidance manuals, handbooks, reference materials, flyers, booklets, magazines, posters etc) - A, TA;
- 2.3.2.o Commissioning of training needs analysis - S;
- 2.3.2.p Develop the local training capabilities within counties and sub-county institutions, including management of training, monitoring and evaluation of training effectiveness, training infrastructure - TA;
- 2.3.2.r Implement specific short and long term management development programmes for senior positions in local administration - T;
- 2.3.2.s Implement training solutions to support the implementation of the reforms - T.

2.3.3 Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
81	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

2.3.4 Grant size

Eligible value of the project (Euro)	50,000 – 100,000
Maximum size of grant to total eligible cost (%)	98
Minimum contribution of the applicant (%)	2
Community contribution to the support granted (%)	85
National public contribution to the support granted (%)	15

2.3.5 Project selection criteria

- Eligibility criteria
 - All the documents requested in the call for proposals are presented
 - The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
 - Project activities meet OP, PC and call for proposals' requests
 - Compliance of the period of implementation with the period of implementation of the operation
 - The applicants and the partners are legal, registered entities
 - The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement
- Selection criteria
 - Importance of the problem proposed to be solved by the action
 - Compliance with the ESF eligibility rules
 - The proposed expenditures are eligible
 - Expected impact of the actions proposed
 - Comprehensiveness of the content of the proposed action in relation with the objectives of the operation

- Monitoring and evaluations systems proposed
- How the actions proposed deal with the horizontal themes like equal opportunities
- Comprehensiveness, preciseness and conciseness of the information included in the application
- Co-financing capacity;
- Capacity of the beneficiary organization to manage the operation of the action
- Coherence with the national and EU strategic reference framework

2.3.6 Intermediate Bodies

No

2.3.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

2.3.8 Beneficiaries (individual projects or grant schemes)

for operations 2.3.2.a, 2.3.2.c :

- ✓ CUPAR

for operations 2.3.2.b, 2.3.2.d :

- ✓ CPA authorities

for operations 2.3.2.e, 2.3.2.k :

- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operations 2.3.2.f, 2.3.2.i :

- ✓ NIA
- ✓ Universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operations 2.3.2.g, 2.3.2.h

- ✓ NACS.

for operation 2.3.2.j

- ✓ NIA,
- ✓ organizations from the private sector

for operations 2.3.2.l, 2.3.2.m, 2.3.2.n ;

- ✓ organizations from the private sector

for operation 2.3.2.o :

- ✓ NIA,
- ✓ other training providers

for operation 2.3.2.p

- ✓ CUPAR
- ✓ Universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operations 2.3.2.r, 2.3.2.s :

- ✓ NIA
- ✓ Universities
- ✓ organizations from the private sector
- ✓ non- governmental organizations

2.3.9 End recipients (for no. 2.3.2.a and 2.3.2.d)

LPA authorities.

2.3.10 Financial Plan

- MEuro -

Total budget	21.77
Community contribution (ESF)	18.50
National contribution	3.27
- Public	3.27
- Private	0.00

2.3.11 Monitoring and evaluation indicators

- Number of progress reports produced;
- Number of people attending training sessions;
- Number of hours of training;
- Number of local public authorities involved;
- Number of contracted consultants;
- Number of awareness-raising campaigns organised;
- Number of people trained;
- Number of studies produced;
- Number of counties/municipalities/communes that implement the reforms.

2.3.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

2.3.13 State Aid

N/A

Key Area of Intervention 2.4 - Monitoring and evaluation in local administration

2.4.1 Description

- Background and rationale

Developing an evaluation culture in Romania is vital for ensuring a proper management of public financial resources in the 2007-2013 programming period and for respecting the paramount principle of accountability. At the same time, monitoring is also very important for providing the necessary elements in order to have a proper evaluation exercise throughout all levels of public administration.

OP ACD plays an important role in building the monitoring and evaluation capacity in Romania, which is part of a wider context of improving and innovating the public service. The monitoring and evaluation of service delivery at local level will concentrate on the building of an input-output indicator framework and on the specification of efficiency indicators. Many local services are delivered through a partnership arrangement between local administration, NGOs and community groups. It is desirable that a strong monitoring and evaluation culture (based on efficiency and effectiveness criteria) should be built into the working arrangements between a local administration and the delivery organisations.

A strong evaluation culture is a fundamental part of the decentralisation/deconcentration reforms and proposes to use this key area of intervention to deliver the above-mentioned performance enhancing instruments.

- Objectives

The key aims of the National Strategic Reference Framework 2007-2013 (NSRF) are to strengthen the strategic focus of Romania's Economic and Social Cohesion and Regional Policies and to make the appropriate linkages to the European Commission policies, notably the Lisbon Strategy, which builds policies for economic growth and the creation of jobs.

In agreement with the NSRF, the general objective of the OP ACD is to contribute to the achievement of EU and national objectives to make progress in socio-economic development in line with cohesion and convergence goals. The specific objective is to contribute to a sustainable improvement in public administration in Romania.

Priority axis 2 seeks to provide in-depth implementation support for counties and sub-county organisations (municipalities and communes) for improving the efficiency and quality of their administration of service delivery.

This key area of intervention seeks to introduce the monitoring and evaluation culture in local public administration through various actions, such as: developing the practice guidance and procedure documentation, developing data gathering and reporting tools, designing and implementing an evaluation initiative, training for local administration in strategic planning and programme evaluation activities.

2.4.2 Operations

2.4.2.a Strengthen the codification and design of an output indicator system for local services-TA;

2.4.2.b Development of good practice guidance and procedure documentation for monitoring and evaluation, including technical support to central co-ordinating units for counties, municipalities and communes - TA;

2.4.2.c Develop data gathering and reporting tools - TA;

2.4.2.d Design and implement an evaluation initiative covering efficiency and effectiveness of the major programmes delivered with local administrative support - TA;

2.4.2.e Studies for the design and commissioning of information systems to support monitoring and evaluation activities - S;

2.4.2.f Training (including both short applied programmes and longer graduate programmes) for local administration in strategic planning and programme evaluation - T;

2.4.2.g Peer reviews of evaluation activities - TA;

2.4.2.h Support technical collaboration on service performance and evaluation issues between Romanian counties and their counterparts in other Member States - TA.

2.4.3. Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Strengthening institutional capacity at national, regional and local level</i>
81	Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes.

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

2.4.4 Grant size

2.4.5 Project selection criteria

- **Eligibility criteria**
 - All the documents requested in the call for proposals are presented
 - The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
 - Project activities meet OP, PC and call for proposals' requests
 - Compliance of the period of implementation with the period of implementation of the operation
 - The applicants and the partners are legal, registered entities
 - The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement
- **Selection criteria**

- Importance of the problem proposed to be solved by the action
- Compliance with the ESF eligibility rules
- The proposed expenditures are eligible
- Expected impact of the actions proposed
- Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
- Monitoring and evaluations systems proposed
- How the actions proposed deal with the horizontal themes like equal opportunities
- Comprehensiveness, preciseness and conciseness of the information included in the application
- Co-financing capacity;
- Capacity of the beneficiary organization to manage the operation of the action
- Coherence with the national and EU strategic reference framework

2.4.6 Intermediate Bodies

No

2.4.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

2.4.8 Beneficiaries (individual projects or grant schemes)

for operation 2.4.2.a:

- ✓ CUPAR
- ✓ PPU from GSG

for operations 2.4.2.b, 2.4.2.c, 2.4.2.d, 2.4.2.g :

- ✓ CUPAR
- ✓ PPU from GSG
- ✓ Ministry of Public Finance

for operation 2.4.2.e :

- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation 2.4.2.f :

- ✓ Universities
- ✓ Training providers
- ✓ organizations from the private sector
- ✓ non- governmental organizations

for operation 2.4.2.h :

- ✓ CUPAR

2.4.9 End recipients

2.4.10 Financial Plan

- MEuro -

Total budget	8.69
Community contribution (ESF)	7.40
National contribution	1.29

- Public	1.29
- Private	0.00

2.4.11 Monitoring and evaluation indicators

- Number of progress reports produced;
- Number of people attending training sessions;
- Number of hours of training;
- Number of local public authorities involved;
- Number of contracted consultants;
- Number of awareness-raising campaigns organised;
- Number of people trained;
- Number of studies produced;
- Number of counties/municipalities/communes that implement the reforms.

2.4.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

2.4.13 State Aid

N/A

Key Area of Intervention 3.1 - Support to the overall management of the OP ACD, including the preparation of the next programming exercise

3.1.1 Description

- Background and rationale

According to the Government Decision No. 128/29.01.2006, the Ministry of Administration and Interior was designated as the managing authority for the OP ACD and this role will be fulfilled by the General Directorate for Administrative Capacity Development. The Technical Assistance priority axis will be used by the OP ACD MA in order to help it operate in a coherent way and to ensure that the most effective use is made of the opportunities presented by the OP, while observing EU regulations. The Technical Assistance under the OP ACD is complementary to the scope of support of the Operational Programme Technical Assistance 2007-2013 and will be applied to strengthen the system of management, monitoring, control and evaluation of implementation of the OP ACD.

The institution responsible for this priority axis implementation will be the OP ACD MA. The expected result is the establishment of an efficient system of implementation, conducing to the achievement of the OP ACD objectives and to the preparation of the programming documents for the next period.

- Objectives

The key aims of the National Strategic Reference Framework 2007-2013 (NSRF) are to strengthen the strategic focus of Romania's Economic and Social Cohesion and Regional Policies and to make the correct and appropriate linkages to the European Commission policies, notably the Lisbon Strategy, which builds policies for economic growth and the creation of jobs.

In agreement with the NSRF, the general objective of the OP ACD is to contribute to the achievement of EU and national objectives to make progress in socio-economic development in line with cohesion and convergence goals. The specific objective is to contribute to a sustainable improvement in public administration in Romania.

The objective of the Technical Assistance priority axis is to contribute to the OP ACD implementation process, including the preparation for the next programming period, aiming at the effective and transparent use of the Structural Funds and domestic co-financing by: ensuring high quality and coherence of the measures regarding the implementation, providing compatibility of the projects with the *acquis* and the EU policies and constructing an efficient management system for these funds, based on monitoring, evaluation and control.

This key area of intervention aims at supporting the efficient management, monitoring and control of the OP ACD, and at supporting the MA in accomplishing its task to prepare and coordinate the procedural rules for managing, monitoring and control within the framework of the existing institutional, legal and financial systems. At the same time, the complex process of preparing for future structural funds interventions is also envisaged through this key area of intervention.

3.1.2 Operations

The smooth implementation and overall management of the OP ACD will be provided through:

3.1.2.a ensuring the necessary external expertise through service contracts;

3.1.2.b training the staff in the specific fields related to the activity of the OP ACD;

- 3.1.2.c purchasing computers and other office equipment for the Monitoring Committee and the MA for management, monitoring, control and evaluation purposes;
- 3.1.2.d purchasing the necessary equipment for presentations in order to support communication activities.

The preparation of the future structural funds interventions will be done mainly through

- 3.1.2.e elaboration of different types of studies regarding impact assessments of the current OP ACD;
- 3.1.2.f needs assessment for the next programming period;
- 3.1.2.g improving the statistical data in the public administration field;
- 3.1.2.h ensuring the expertise for drawing up the necessary programmatic documents for the next period.

The evaluation activities will be supported through

- 3.1.2.i the effective implementation of the OP ACD evaluation process;
- 3.1.2.j the provision of financial resources for external support, independent from the Evaluation Unit in order to help it fulfil its task.

3.1.3 Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Technical assistance</i>
85	Preparation, implementation, monitoring and inspection

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

3.1.4 Grant size

3.1.5 Project selection criteria

- Eligibility criteria
 - All the documents requested in the call for proposals are presented
 - The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
 - Project activities meet OP, PC and call for proposals' requests
 - Compliance of the period of implementation with the period of implementation of the operation
 - The applicants and the partners are legal, registered entities
 - The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement

- Selection criteria
 - Importance of the problem proposed to be solved by the action
 - Compliance with the ESF eligibility rules
 - The proposed expenditures are eligible
 - Expected impact of the actions proposed
 - Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
 - Monitoring and evaluations systems proposed
 - How the actions proposed deal with the horizontal themes like equal opportunities
 - Comprehensiveness, preciseness and conciseness of the information included in the application
 - Co-financing capacity
 - Capacity of the beneficiary organization to manage the operation of the action
 - Coherence with the national and EU strategic reference framework

3.1.6 Intermediate Bodies

No

3.1.7 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

3.1.8 Beneficiaries

- ✓ LPA authorities,
- ✓ organizations from the private sector
- ✓ non- governmental organizations

3.1.9 End recipients

3.1.10 Financial Plan

- MEuro -

Total budget	6.54
Community contribution (ESF)	5.55
National contribution	0.99
- Public	0.99
- Private	0.00

3.1.11 Monitoring and evaluation indicators

- Number of purchased materials;
- Number of people attending training sessions;
- Number of hours of training;
- Number of local public authorities involved;
- Number of contracted consultants.
- Number of awareness-raising campaigns organised;
- Number of people trained;
- Number of studies produced.

3.1.12 Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions.

3.1.13 State Aid

N/A

Key Area of Intervention 3.2 – Support to the communication strategy of the OP ACD

3.2.1 Description

- Background and rationale

According to the Government Decision No. 128/29.01.2006, the Ministry of Administration and Interior was designated as the managing authority for the OP ACD and this role will be fulfilled by the General Directorate for Administrative Capacity Development. The Technical Assistance priority axis will be used by the OP ACD MA in order to help it operate in a coherent way and to ensure that the most effective use is made of the opportunities presented by the OP, while observing EU regulations. The Technical Assistance under the OP ACD is complementary to the scope of support of the Operational Programme Technical Assistance 2007-2013 and will be applied to strengthen the system of management, monitoring, control and evaluation of implementation of the OP ACD.

The institution responsible for this priority axis implementation will be the OP ACD MA. The expected result is the establishment of an efficient system of implementation, conducing to the achievement of the OP ACD objectives and to the preparation of the programming documents for the next period.

- Objectives

The key aims of the National Strategic Reference Framework 2007-2013 (NSRF) are to strengthen the strategic focus of Romania's Economic and Social Cohesion and Regional Policies and to make the correct and appropriate linkages to the European Commission policies, notably the Lisbon Strategy, which builds policies for economic growth and the creation of jobs.

In agreement with the NSRF, the general objective of the OP ACD is to contribute to the achievement of EU and national objectives to make progress in socio-economic development in line with cohesion and convergence goals. The specific objective is to contribute to a sustainable improvement in public administration in Romania.

The general objective of the Technical Assistance priority axis is to contribute to the OP ACD implementation process, including the preparation for the next programming period, aiming at the effective and transparent use of the Structural Funds and domestic co-financing by ensuring high quality and coherence of the measures regarding the implementation, providing compatibility of the projects with the *acquis* and the EU policies and constructing an efficient management system for these funds, based on monitoring, evaluation and control.

This key area of intervention aims at developing an efficient system of promoting the OP ACD through an efficient dissemination of the relevant information and to have a positive impact on the absorption of the funds. An effective communication strategy will have a positive impact on the absorption of the funds for value-added projects, as it will help assisting the potential beneficiaries to finalise their application, it will organise calls for proposals to enhance the quality of the projects and will create standardised documents to facilitate the access of the target beneficiaries to the structural instruments.

3.2.2 Operations

3.2.2.a The MA will draw up a communication plan;

3.2.2.b A system for public information (including a website, press conferences, local workshops, information events, consultation and feedback events including surveys and focus groups will be organised for the target groups), promotional, educational and guidance materials about the implementation of the OP will be designed and put into place;

3.2.2.c Also, an information exchange system with the targeted groups and other MAs on the contents of the OP ACD and the accessibility of the Structural Funds will be developed (through media, brochures, folders, CDs, the internet, etc.).

3.2.3 Categorisation of interventions

- Priority theme

Code	Priority theme
	<i>Technical assistance</i>
86	Evaluation and studies; information and communication

- Form of finance

Code	Form of finance
01	Non-repayable aid

- Territorial dimension

Code	Territory type
00	Not applicable

3.2.4 Project selection criteria

- Eligibility criteria
 - All the documents requested in the call for proposals are presented
 - The value of requested assistance is between the minimum and maximum threshold specified in the call for proposals
 - Project activities meet OP, PC and call for proposals' requests
 - Compliance of the period of implementation with the period of implementation of the operation
 - The applicants and the partners are legal, registered entities
 - The proposed final beneficiary is part of the designated final beneficiaries for the operation and its areas of operation according to the specifications of the Programme Complement
- Selection criteria
 - Importance of the problem proposed to be solved by the action
 - Compliance with the ESF eligibility rules
 - The proposed expenditures are eligible
 - Expected impact of the actions proposed
 - Comprehensiveness of the content of the proposed action in relation with the objectives of the operation
 - Monitoring and evaluations systems proposed

- How the actions proposed deal with the horizontal themes like equal opportunities
- Comprehensiveness, preciseness and conciseness of the information included in the application
- Co-financing capacity;
- Capacity of the beneficiary organization to manage the operation of the action
- Coherence with the national and EU strategic reference framework

3.2.5 Intermediate Bodies

No

3.2.6 Competent Body for making payments to beneficiaries

Payment Unit from the Financial Management and Control Office of the GDACD

3.2.7 Beneficiaries

GDACD

3.2.8 Financial Plan

- MEuro -

Total budget	2.19
Community contribution (ESF)	1.85
National contribution	0.34
- Public	0.34
- Private	0.00

3.2.9 Monitoring and evaluation indicators

- Number of progress reports produced;
- Number of communication campaigns organised;
- Number of opinion polls;
- Number of visitors on the web-site;
- Number of events organised for potential beneficiaries;
- Number of people reached through communication campaigns;
- Number of people interviewed;
- Number of awareness-raising campaigns organised;
- Number of participants to communication events.

Horizontal themes

- Sustainable development

N/A

- Equal opportunities

Equality of opportunity is fundamental to economic development and the successful delivery of this key area of intervention. Every opportunity will be taken to use the leverage afforded by the OP ACD to help achieve this purpose. This OP will have positive contribution to reducing inequalities and improving equality between men and women. One of the actions to be taken in this respect is the promotion of women into technical and management positions, as well as ensuring an appropriate gender balance in the committees for the appraisal, selection and evaluation of projects.

3.2.10 State Aid
N/A

5. FINANCIAL TABLES

Fund/Year	2007	2008	2009	2010	2011	2012	2013	Total 2007-2013
ERDF	-	-	-	-	-	-	-	-
ESF	19	26	37.0	37.0	26	21	19	185.00
CF	-	-	-	-	-	-	-	-
Total	19	26	37	37	26	21	19	185

ESF allocations 2007-2013

PO	EU Contribution (ESF)	Romanian co financing					General TOTAL	%			
		State budget	Local budgets	Total public sources	Private sources	Total national sources		EU	State budget	Local budget	Private
Priority axis 1	103.60	18.30	0.00	18.30	0.00	18.30	121.90	84.99	15.01	0.00	0.00
Priority Axis 2	74.00	11.33	1.72	13.05	0.00	13.05	87.05	85.01	13.02	1.98	0.00
Priority Axis 3	7.40	1.30	0.00	1.30	0.00	1.30	8.70	85.06	14.94	0.00	0.00
TOTAL (PA1+PA2+PA3)	185.00	30.93	1.72	32.65	0.00	32.65	217.65	85.00	14.21	0.79	0.00

6. IMPLEMENTATION SYSTEM

Management

Overall responsibility

The Romanian Government, has overall responsibility for the commitments embodied in the documents concerning to Structural Funds and its correct and efficient implementation. In particular, it will ensure the availability and system of access to the financial and other resources necessary to affect the measures described in the OP ACD.

Managing Authority for the OP ACD

Management and implementation of the OP ACD is subject to Council Regulation (EC) No 1083/2006, laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund.

The function of the MA for the OP ACD is performed by the Ministry of Administration and Interior – General Directorate for Administrative Capacity Development, based on GD no. 128/2006, which amends GD no. 497/2004, and GD no. 137/2006, which amends GD no. 725/2003.

The OP ACD MA is responsible for the efficiency and accuracy of management and implementation of the OP, through the specific requirements of Article 57 of Council Regulation (EC) No 1083/2006, laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund:

- assurance of compliance with Community policies (pursuant to Article 12) of all operations carried out within OP ACD, as well as assurance of adherence to the rules in force in the European Union regarding concluding public contracts, and forwarding relevant information;
- ensuring preparation and implementation of the communication strategy;
- collection of statistical and financial data necessary for monitoring of the OP ACD implementation progress and course, and forwarding them to the Community Support Framework Managing Authority, to ESF monitoring-control units, and to the European Commission;
- carrying out activities, studies, receiving assistance for designing the OP for the next programming period;
- drawing up and, after obtaining the approval of the OP ACD Monitoring Committee, submitting to the Commission the annual implementation reports.

In addition to the responsibilities resulting from Article 59, the OP ACD MA is responsible for:

- ensuring overall co-ordination and progress in the implementation of the OP ACD and where is the case implementing the operations envisaged;
- monitoring, in co-operation with the Paying Authority, the flow of funds necessary to implement the ESF interventions effectively;

- transfer to the European Commission, in co-operation with the Paying Authority, of data on the progress in implementing the OP ACD;
- ensuring that EU funded expenditure is properly accounted for and managed;
- ensuring that all institutions involved in the management of the OP ACD have, from the start of eligibility of Structural Funds expenditure, sufficient technical and administrative capacity to ensure full compliance with their designated responsibilities;
- submitting payment claims to the Paying Authority for the Structural Funds in compliance with any instructions which this authority may issue;
- chairing and providing the secretariat for the OP ACD Monitoring Committee;
- ensuring the availability of all documentation connected with projects within OP – implementation for at least 3 years from the date of last payment transferred from the European Commission;
- preparation of evaluation prior to OP ACD implementation (ex-ante evaluation), in partnership with CSF MA;
- organisation, in co-operation with the European Commission and the CSF Managing Authority, of the programme’s evaluation after completion of its execution (ex-post evaluation);
- preparation of quarterly and annual reports on OP ACD implementation and forwarding them to the OP ACD Monitoring Committee;
- preparation of quarterly reports on ESF implementation and forwarding thereof to the ESF national monitoring - control unit;
- preparation of final reports on OP ACD implementation; final reports are submitted for approval by the OP ACD Monitoring Committee and then forwarded to the Commission;
- chairing and providing the secretariat for the OP ACD Steering Committee;
- participation in selection of members of the working groups for projects assessment, for respective OP ACD interventions;
- verification and effecting payments to ultimate recipients on the basis of the submitted documentation;
- preparation of applications for financing the technical assistance projects and submitting them to the OP ACD Steering Committee for final approval.

After an approval of the EC, the OP ACD MA undertakes decisions on changes and transfers of funds between measures under the OP ACD priorities. The European Commission shall be informed about these decisions within one month. Each change in the contribution of the Structural Funds and reallocation under the OP ACD priorities shall be made by the EC in agreement with the CSF Managing Authority.

Principles of project application, selection and appraisal

The processes for appraising and selecting the proposals submitted for funding from the Operational Program Administrative Capacity Development (OP ACD) will rest on a number of well established **principles**:

- ✓ **Quality.** Projects selected for funding must demonstrate a technical and managerial quality in the context of the objectives of the OP ADC and must help in making a contribution to Community policies in general.
- ✓ **Transparency.** In order to provide a clear framework for proposers preparing proposals for funding, the process of reaching those funding decisions, both the principles and the practice, must be clearly described and available to any interested party. In addition, adequate feedback must be provided to proposers on the outcome of the appraisal of their proposals.
- ✓ **Equality of treatment.** A fundamental principle of Community support is that all proposals should be treated alike, irrespective of where they originate or the identity of the proposers.
- ✓ **Impartiality.** All eligible proposals are treated impartially on their merits.
- ✓ **Efficiency and speed.** The procedures have been designed to be as rapid as possible, commensurate with maintaining the quality of the appraisal and respecting the legal framework within which the OP ADC is managed.

Mechanisms for ensuring co-financing

The Managing Authority – General Direction for Administrative Capacity Development, within the Ministry of Administration and Interior (MA - ACD), responsible for the implementation of the operational programme “ Administrative Capacity Development”, has accomplished estimations for the annual distribution of the funds and comunitary programmes which Romania can access from the EU budget in 2007 – 2013 period. MA – ACD will access EU funds from the European Social Fund, being situated at „SUB-heading 1B – Cohesion for economic growth and employment” – Structural Funds.

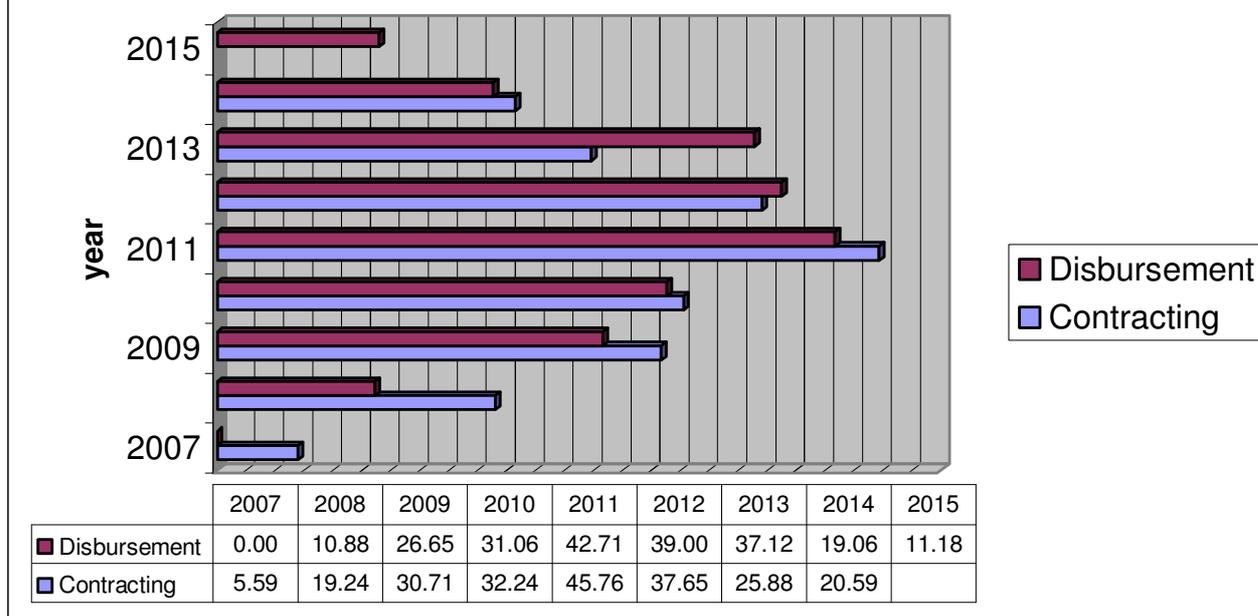
In order to implement the OP ACD, it has been estimated an ESF allocation of €185 million (representing 1% of the total amount allocated to Romania from ESF), taking into account the 2004's prices, for the 2007 – 2013 period. The national co-financing will be around €32.65 million. Therefore, the total estimated amount allocated for achieving the OP ACD objectives will raise up to approximately €217.65 million.

Since the final beneficiaries targeted by the OP ACD are authorities within central administration (ministries, affiliated institutions and deconcentrated services) and local administration (counties, urban and communal authorities), NGOs, the national co-financing coming from public sources raises up to 15 %.

The budgetary estimations for the programming period 2007 – 2013 took into account the experience gained in the field of project management for pre-accession instruments and the capacity of absorption of funds, as well as the experience of other member states in managing and absorption of structural funds. It was preferred a cautious approach in managing the funds immediately after accession and an increase in the distribution of funds for the following years, with a maximum value in 2010.

According to the European Regulations, it was applied the „n+3 rule for the first 3 years of management of funds and the „n+2 rule, for the last years of the programming period 2010 – 2013, where n = the reference year.

Contracting and disbursement for each year



Co-financing from national budget represents 15% of the amount allocated from ESF for OP ACD.

For the second priority axis it was estimated a contribution of only 2 % from local budget, due to the low financial capacity of public local authorities. Thus, the public budget will contribute with 13% for co-financing the projects that have as final beneficiaries the local authorities (Axis 2), and 2% from the budget of public local authorities.

A co financing mechanism can be realized for projects that have as final beneficiaries local public authorities, through partnership with banking companies (projects that can be financed through bank credits).

The local public authorities have to prepare in advance the public policies necessary for the implementation of the appropriate solution meant to support the distribution of local budget for co-financing structural funds. The financial policy is the main necessary public policy and represents the basis of the financial planning, elaboration of budget and consequently the efficient expenditure of public funds which influences the improvement of the quality and quantity of local public services. Since the financial policy describes the guiding financial management principles and objectives of a local public authority, these principles should also cover other domains, such as:

- the policy of increasing the revenues - meant to maximize the revenues based on legal sources
- the policy of liquidities – which has to ensure the availability of funds at the moment when the expense must take place
- the public procurement policy – which can ensure through a competent organisation of procurements the optimization of public funds expenditure and can subsequently release funds for co-financing projects
- the indebtedness policy – which has to anticipate the needs, but also the future financial indebtedness limits of an administrative territorial units and which connects both to the operational budget policy, to the investments' programme and also to the policy of financing these investments;

- the policy for deposit funds - which is probably the most important when during a budgetary year there is an opportunity and necessity to ensure funds for co-financing.

The local public administration authorities can contract loans, “to realise local public investments and also to refinance the local public debt”, on short – term (the period of reimbursement does not exceed 1 year), on mid – term (the period of reimbursement is between 1-5 years) and on long – term (the period of reimbursement exceeds 5 years):

- internal loans, without the guarantee of Government, with the approval of the Authorization Committee for local loans;
- external loans, only with the approval of the Authorization Committee, made up of representatives from public administration authorities, Government and National Bank of Romania, whose structure must be approved by the Government (Law of public debt nr. 313/2004 – art.3 alin.4).

The loans contracted by the territorial administrative units, as well as those contracted by public services under their authority, can be guaranteed by their own revenues, made up of: taxes, contributions, other contributions and part of the income tax.

Local/ county councils decide upon contracting or the guarantee of loans only if they have the vote of at least 2/3 of the total number of the council members. The loans contracted by the local public administration authorities are part of the public debt (total amount of internal and external obligations) of Romania, but don’t represent the debt or responsibility of Government.

The instruments of public debt are: bonds and loans from commercial banks or other credit institutions.

The local public administration authorities can contract loans or can guarantee any type of loan if the total amount of the debts, representing the rates of the loans contracted and/or guaranteed, interests and commissions don’t exceed the limit of 30% of the total income (taxes, contributions, other incomes and parts of the income tax).

The special tax raised and managed by the local public administration authorities can be used to insure the co-financing for the administrative capacity development projects.

In the latest regulations, the percentage of indebtedment for local public authorities increases to 30%, allowing to the local public administration authorities to generate funds and sustain the co-financing. This percentage will be able to ensure the accomplishment of public investments which cannot be sustained from the local budget, will co-finance projects which access the UE structural funds and also to increase the rate of absorption of the post – accession funds.

Partnerships and associations between local public administration authorities can play an important role in the sustainance of the co-financing. (Law 215 and amendment OG45).

The co-financing mechanisms take into account also the initiation of a Crediting Fund within the MAI budget, to pre-finance the local public administration authorities – final beneficiaries – to sustain the European projects.

The state budget will cover the co-financing for the central public administration beneficiaries.

According to the capacity of the state budget to substitute the co-financing for the non-governmental organisations, it will be created a mechanism of subventions aiming at the compulsory co-financing.

Indicators

The main types of indicators that can be found in this document are:

- Number of studies carried out
- The framework of an integrated management reform designed; the implementation methodologies and guidance for an integrated management reform designed
- Number of surveys on the progress of the reform carried out
- Number of brainstorming events, meetings organized
- Number of different procedures developed and implemented
- Number of people trained
- Number of different strategic plans implemented
- Number of contracted consultants
- Number of central and local public authorities involved in the implementation of the projects
- Number of recommendations implemented
- Number of information systems implemented
- Different training programmes, modules designed
- Number of evaluation initiatives implemented
- Number of documentation produced
- Number of progress reports produced;
- Number of hours of training;
- Number of awareness-raising campaigns organised;
- Number of communication campaigns organised;
- Number of opinion polls;
- Number of visitors on the web-site;
- Number of events organised for potential beneficiaries.
- Number of people reached through communication campaigns;
- Number of people interviewed;
- Number of participants to communication events.

Promotion plan

- ✓ External and internal communication
- ✓ Principles of this plan
- ✓ General objective
- ✓ Specific objectives
- ✓ Means of communication
- ✓ Messages
- ✓ Target groups and support groups
- ✓ Persons responsible and partners for internal communication
- ✓ Actions

- ✓ ***Internal and external communication***

Concept delimitation:

At internal level, the activities of information and communication are accomplished between MA ACD units, between MA ACD and Ministry of Administration and Interior structures (legal department, human resources, administrative-economic), especially those that are targeted by the operational program: Central Unit for Public Administration Reform, National Institute of Administration, National Agency for Civil Servants.

At external level, the communication plan is targeting final beneficiaries and target groups (other than those presented at internal communication section), as they are mentioned by the OP ACD.

✓ ***The principles of this plan***

- a. *Transparency* principle – the information will be transmitted unmodified to potential beneficiaries of the financing, as well as to the collaborating institutions and to decision bodies
- b. *Objectivity* principle – the communication plan will be based on messages having objective character, so that to ensure as much as possible an equilibrated image over the modality of access to the funds allocated for administrative capacity development.
- c. *Coherence* principle – communication instruments will be coordinated so that to ensure the transmission of an unitary message about the process of using the funds designated to structural administrative capacity development and about the responsibilities of beneficiaries and of public administration institutions.
- d. *Complementarity* principle – the information actions of the managing authorities will be sustained by a specialized directorate within MAI and by specialized departments of local and central public authorities.
- e. *Utility* principle – the principles of elaborating messages will be based on the correct need of information of the target groups.
- f. The *difference* principle- there will be used, supplementary to general information, messages built upon the necessity of information of the target groups.
- g. *Efficiency* principle – the actions financed especially for communication will be followed by efficiency reports as compared to the allocated budget.

✓ ***General objective of the plan***

The establishing and managing of an efficient system of information and promotion for OP ACD, aiming to ensure a high interest over its role, as well as a positive perception, having as result a maximum absorption of the available funds.

✓ ***Specific objectives of the communication plan***

- Increasing the degree of information of the target groups or final beneficiaries about:
 - ❖ key terms of the specialized European language;
 - ❖ the advantages and obligations of Romania in using the European Social Fund;
- Increasing the interest towards structural funds within the Romanian administration;
- Informing potential beneficiaries about the opportunities offered by the co financing activities of ESF;
- Informing and increasing awareness of potential beneficiaries regarding other activities financed by structural funds within states that acceded to the EU prior to Romania (success story);

- Contribution to the development of an efficient internal communication system, between all actors involved in implementing the Operational Program for Administrative Capacity Development;
- Planning and ensuring the management of communication relations regarding the European funds granted to administrative capacity development;
- Information about managing, monitoring and evaluating the OP ACD actions;
- Continually providing information regarding activities related to the operational program;
- Guaranteeing the visibility of co financing actions established for the benefit of local authorities, by information and publicity.

✓ ***Means of communication***

Taking into consideration the specific of the program, there are recommended especially direct meetings with potential beneficiaries (administrative authorities), editing explanatory brochures and permanent upgrading of the website. Next to the information regarding the developing program, this can also refer to:

- Specific materials related to structural funds;
- Needed website specifications regarding various information about different structural funds.

✓ ***Messages***

Messages should include phrases that would attract attention of potential beneficiaries and of the large public. For the target group of those communications it is more important that the messages should be explicit, as it is used within classical situations.

Considering the particularities of the target group of communication strategy for ACD, the proposed leit-motif would be: ***DESCRIPTING THE MESSAGE***.

It is preferred to be avoided messages translated directly from English, without being previously interpreted.

The suggested terms to be used are:

- Money;
- Future;
- Welfare;
- Administrative simplification;
- Perfecting;
- Sustainable development;
- Decentralization;

✓ ***Target groups and support groups***

Direct beneficiaries:

- Central and local public administration;

Leader groups and opinion formatives:

- Political elite;
- Journalists;

- Academical community;

✓ ***Persons responsible and partners for internal communication***

- Managing Authority – General Directorate for Administrative Capacity Development – Ministry of Administration and Interior – responsible for strategy implementation, together with:
 - Directorate for Information and Public Relations – Ministry of Administration and Interior;
 - Ministry of Public Finance – MA CSF;
 - Agency for Governmental Strategies.
 - Associative structures of public administration
 - National network for modernization.

The main message multipliers:

- Mass media, tv, radio, written paper at central and local level;
- Town halls;
- Prefectures;
- National network of modernizers;
- County halls;
- Romanian Post Office;
- Citizens consulting offices (ANBCC);
- Civil society ;
- Education institutions;

✓ ***Actions***

A. Organization of seminars, debates, round tables, training sessions regarding the Operational Program for Administrative Capacity Development.

- ***At local level:***

“Financing opportunities for local authorities” – Collaboration with local authorities and local media in order to increase their level of information regarding the opportunities and challenges of using structural funds for administrative capacity development.

- ***With civil servants from public administration (central and local)***

Visits at territorial level (caravans) for the information on the program’s objectives. Previously to this there will be send general information about OP ACD on electronic support.

B. Printing and spreading posters, leaflets, brochures, CDs about the benefits of using structural funds for administrative capacity development;

C. Press documentaries about OP ACD and the benefits of using structural funds for administrative capacity development.

D. Disseminating by Internet information regarding the utility of accessing projects and the modality of applying it.

Setting-up an on-line forum where members of Managing Authority should answer the various questions of different categories of beneficiaries.

E. Opinion polls, focus groups

- Research projects (for example: “What do we know about structural funds? “); general evaluation of information campaign effects;
- Focus-group “What types of information should be placed on the ministry’s website, so that it should be more accessible, more interesting?”
- Opinion poll “To what extent local public administration authorities are aware of the advantages of structural funds for administrative capacity development.
- Impact studies

Message support materials:

- Brochures, leaflets, albums, CDs about structural funds;
- Articles, press interviews and advertorials;
- WEB page.

Impact indicators:

- Degree of information
- The degree of retention / recognition of some elements of campaigns (slogans, leaflets, posters, tv spots)
- Degree of accessing the forum from the web site.

ACTION PLAN 2007-2013:

ACTION	2007	2008	2009	2010	2011	2012	2013
1. Information and publicity materiales							
a. own site / allocation for some space on the web site of MAI-in 2006							
b. maintaining the web site							
c. informative materials							
d. press documentation							
e. manuals, brochures, CDs							
2. Territorial activities							
a. caravans							
b. seminars							
3. Monitoring							
a. research, impact studies, focus-groups							
b. opinion polls							
c. monitoring any references regarding MA ACD from any public communication space							

Procedures for introducing changes to the Programme Complement

There are several cases when the CP can be amended.

Firstly, whenever the Operational Programme is amended in respect to some specific issues affecting the development of the CP, the Complement Programme will therefore suffer modifications. In this case, an amendment proposal will be discussed with ministerial partners and its conclusions will be submitted to the Monitoring Committee for approval. Furthermore, the decision of the Monitoring Committee will be transmitted to the European Commission.

Secondly, if there is a problem regarding the financial aspects of the CP, the Financial Unit within the MA ACD will submit an amendment proposal to the Monitoring Committee for approval, after discussing it with ministerial partners. Furthermore, the decision of the Monitoring Committee will be transmitted to the European Commission.

Thirdly, if there is a problem regarding the content of the CP, the Programming Unit within MA ACD will submit an amendment proposal to the Monitoring Committee for approval, after discussing it with ministerial partners. Furthermore, the decision of the Monitoring Committee will be transmitted to the European Commission.

In the fourth case, if there is a problem regarding the implementation system of the CP, the Implementation Unit within MA ACD will submit an amendment proposal to the Monitoring Committee for approval, after discussing it with ministerial partners. Furthermore, the decision of the Monitoring Committee will be transmitted to the European Commission.

ⁱ S- Study projects

ⁱⁱ TA- Technical Assistance projects

ⁱⁱⁱ GDACD- the General Direction for Administrative Capacity Development from the Ministry of Administration and Interior (the Managing Authority for the Operational Programme “Administrative Capacity Development”

^{iv} CPA- central public administration

^v CUPAR- Central Unit for Public Administration Reform from the Ministry of Administration and Interior

^{vi} PPU- Public Policy Unit

^{vii} GSG- the General Secretariat of the Government

^{viii} A- Awareness raising projects

^{ix} T- Training projects

^x GS- Grants Scheme projects

^{xi} NACS- National Agency for Civil Servants

^{xii} LPA – Local Public Administration

^{xiii} NIA- National Institute for Administration