PROGRESS ACHIEVED IN THE PROCESS OF REFORMING THE PUBLIC INSTITUTIONS AND OF STRENGTHENING THE GOVERNANCE CAPACITIES

ROMANIA

Istanbul, October, 2009

PUBLIC ADMINISTRATION REFORM

OBJECTIVES 2009-2012

- Increase the local autonomy through decentralization
- Restructure the central and local public administration
- Reduce bureaucracy and improve the efficiency of public services

Why decentralization?

- To increase the accountability of local governments
- To improve the quality of the public services (local governments know better the needs of the local communities and are more appropriate to comply with, rather than central government)
- To enhance the participation of citizens to the decision making process

Prerequisites for a successful decentralization process

- Strong political will
- Adequate administrative capacity for both central and local government
- Active involvement of the institutional structures created
- Common language
- Policy first, legislation later

Institutional framework of the decentralization process

- Legal Framework - Framework Law on decentralization, Law on local public finances, Law on local public administration
- Institutional framework - Interministerial Technical Committee for Decentralization (ITC), Working Groups for decentralization at the level of line ministries, Technical Secretariat of the ITC
- Capacity building - provide expertise to line ministries, develop tools, methodologies, guidelines for the efficiently delivery of public services by the local governments to the citizens

Central Unit for Public Administration Reform

- Environmental Care for administrative civil services, decentralization, local communities
- Technical Secretariat of the local government, responsible for advice
Principles and rules of decentralization

- The principle of subsidiarity – public responsibilities should be exercised by the elected public authorities, which are closest to the citizens.
- The principle of providing adequate resources for the transferred responsibilities.
- The principle of ensuring a stable, predictable, decentralization process, based on objective criteria and rules, and which will not upset the activities of the local governments and their financial autonomy.
- The responsibility principle of the local public authorities in relation with the competences they exercise, which means respecting quality standards in providing public services.
- The adequate administrative capacity of the local public administrative authorities to accept new tasks and competences.
- The economic efficiency criteria – attaining economies of scale in providing public services and also respecting the geographical area of the beneficiaries of the public services.
- The role and functions of the central public administrative authorities, meaning assumed as regulatory, monitoring and controlling.

Outputs in decentralization

- Strategic directions concerning the decentralization process;
- Assignment of competences (state of the art);
- Tools, concepts, guides developed;
  - City manager concept
  - Intercommunity development associations
  - Integrated County Information Offices
  - Self-assessment test for Romanian local governments – openness and access to information
  - Guide regarding the elaboration of the minimum cost and quality standards for the decentralized public services.

Sectorial decentralization

Sectors involved in the process with decentralization strategies elaborated:

- Education
- Health
- Public order
- Culture
- Social assistance
- Transportation

The Young Professionals Scheme - the public manager -

The Young Professionals Scheme aims at creating an excellence programme in the public management field, having as objectives:

- Modernizing and strengthening the management capacity on all levels of public administration
- Fast stream system – career development on the basis of competences, performance and skills
- Developing a sustainable selection system for civil servants and developing the mentoring concept
- Developing generations of leaders within the public administration

The Young Professionals Scheme

Central Unit for Public Administration Reform

National Institute for Administration

PHARE

National Agency for Civil Servants

Selection

Training

Placement

The Young Professionals Scheme

What is a public manager?

The title currently conferred on the graduates of the scheme when they join the civil service.

The ideal qualities of a public manager were elaborated through a competency framework which defines the key qualities, qualifications and skills that a modern public manager is ideally expected to show in his/her character, aptitudes, professional work and practice.

Through their training they are prepared to:

- Work in various administrative contexts, at central, territorial and local level.
- Become specialists in general management, with a results-oriented perspective.

- Understand the need for improvement by learning through feedback and careful monitoring of results,
- Team working.
The competency framework for public managers

- **Personal qualities**: qualities which are to a large degree “fixed”, or at least slow to change, and so largely unaffected by the training itself;
- **Behavioral attributes**: qualities which determine the approach and attitude to work, also slow or difficult to change, but which feature in the requirements of a new modern public administration;
- **Skills**: qualities which training aims to change, which in some cases (e.g. foreign language proficiency) cannot be completed through a short or medium term training programme;
- **Knowledge**: the attribute which may be altered, through study, and requiring continual updating throughout a career. It is an important component of self-study and in-service training, but not the primary focus of pre-service training.

The design of the training programme

Four main elements:

- practically-oriented classroom-based training, with an emphasis on the development of skills and know-how, and the application of a variety of techniques and methods to real situations through case studies, role plays or simulations and result-oriented workshops;
- short internships (4 – 8 weeks) spent working in the institutions at central and territorial levels of the Romanian government to provide experience of working on real issues in the public administration;
- a major group exercise, based on a complex case study, which requires the integration of ideas and skills through teamwork to produce a final result;
- the preparation of a personal project, based on an issue of personal interest, which could be implemented as a contribution to public administration reform, service delivery or similar, which signifies their commitment as an agent of change and demonstrates their creativity.

General concept of the YPS

Selection process:

- **Scholars** - 6 months of training at INA
- **Trainees** - 10 months internship in EU
- **Final evaluation of public managers**
- **Placement of public managers**

The Young Professionals Scheme

Fields where public managers generate added value

- **Strategic planning**
- **Decentralization**
- **Project Management**
- **Public policies**

- **Human Resources Management**
- **Simplification of administrative procedures**
- **Organizational analysis**
- **Internal and external communication**