

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

### ROMANIA

Istanbul, October, 2009

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## 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

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### 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

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### Prerequisites for a successful decentralization process

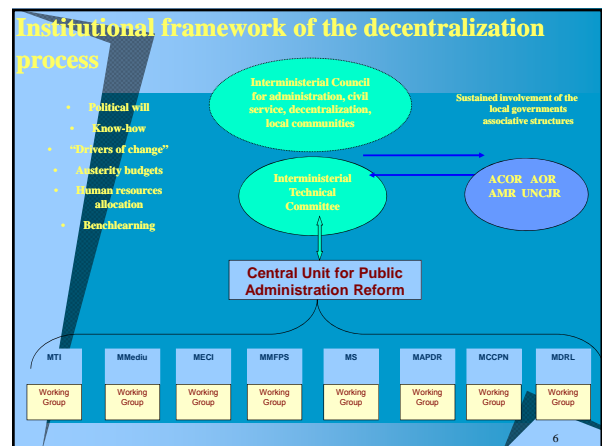
- ✦ Strong political will
- ✦ Adequate administrative capacity for both central and local government
- ✦ Active involvement of the institutional structures created
- ✦ Common language
- ✦ Policy first, legislation later

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### Prerequisites for a successful decentralization process

- ✦ Legal Framework - Framework Law on decentralization, Law on local public finances, Law on local public administration
- ✦ Institutional framework - Interministerial Technical Committee (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

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### 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 compel 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 should be limited to regulatory, monitoring and controlling

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### Outputs in decentralization

- ✦ Strategic directions concerning the decentralization process;
- ✦ Assignment of competences (state of the art)
  - Exclusive, shared, delegated;
- ✦ 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

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### Sectorial decentralization

Sectors involved in the process with decentralization strategies elaborated:

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

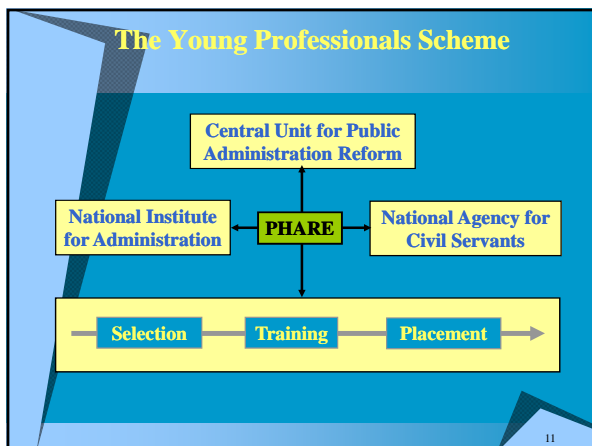
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### The Young Professionals Scheme - the public manager -

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 competencies, performance and skills
- Developing a sustainable selection system for civil servants and developing the mentoring concept
- Developing generations of leaders within the public administration

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### What is a public manager ?

The title currently conferred on the graduates of the scheme when they enter 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 are prepared to:

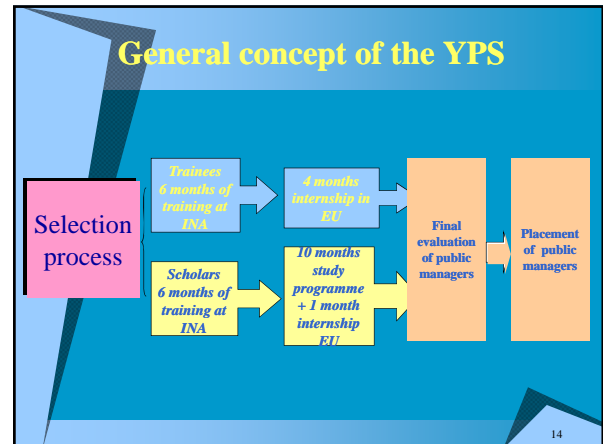
- ✦ work in various administrative contexts, at central, territorial and local levels
- ✦ to become specialists in general management, with a results-oriented perspective
- ✦ understand the need for improvement by learning through feedback and careful monitoring of results,
- ✦ team working

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### 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.

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### 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.

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