



**First Progress Report on
the World Bank Reimbursable Advisory Services
in Romania**

Bucharest, 2014

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Abbreviations

CPM	Chancellery of the Prime Minister
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EIB	European Investment Bank
EU	European Union
DPL	Development Policy Loan
FRs	Functional Reviews
GoR	Government of Romania
IFI	International Financial Institution
IMF	International Monetary Fund
MARD	Ministry of Agriculture and Rural Development
MECC	Ministry of Environment and Climate Change
MLFSPEP	Ministry of Labor, Family, Social Protection and Elderly Persons
MNE	Ministry of National Education
MoU	Memorandum of Understanding
MoPF	Ministry of Public Finance
MRDPA	Ministry of Regional Development and Public Administration
MoT	Ministry of Transport
NACLR	National Agency for Cadaster and Land Registration
OP	Operational Programme
PODCA	Operational Programme for Administrative Capacity Development
POAT	Operational Programme for Technical Assistance
POSDRU	Operational Programme for Human Resources Development
RAS	Reimbursable Advisory Services
RCC	Romanian Competition Council
POR	Regional Operational Programme

This report presents an overview of the World Bank assistance provided to the Government and other agencies in Romania under the instrument of reimbursable advisory services (RAS), previously called Fee Based Service (FBS). The report focuses on the activities implemented in 2012 and 2013. It only makes a brief reference to the tasks undertaken under the early assistance in 2010-11, mainly the Functional Reviews as these were covered at length under a separate Bank report¹. This report is intended for concerned beneficiaries and managing authorities, and in particular the Ministry of European Funds as coordinator of the Bank's RAS activities and that of the international financial institutions advisory services. While the report covers all advisory services, particular attention is given to those supporting Government's preparation for the next European Union (EU) programming period which are governed by a Memorandum of Understanding (MoU) signed between the Government and the Bank on January 26, 2012. The Report includes a brief summary of the RAS undertaken (status as of December 31, 2013) and the program results and briefly touches upon some implementation challenges and lessons learned. It does list outputs delivered but does not attempt to capture the outcome of the services provided. A series of Annexes and Tables are included, as well as brief summaries of each of the RAS. As reimbursable advisory services have been financed by the clients (i.e. various Ministries and public institutions) using funds from the European Structural and Cohesion Funds available under the 2007-2013 Programming Period², the European Commission is also considered an important audience for this report.

1. Background

Administrative Capacity Challenges led to the first Advisory Services Engagement

A well-functioning public administration is essential for effective policy formulation and service delivery. Weak capacity, poor coordination, overregulation and cumbersome procedures limit the effectiveness and efficiency of public investment management and hinder the business environment. The global financial crisis of 2008 revealed weaknesses in the country's public administration and exacerbated the challenges faced by Romania, including low European Union funds absorption. Romania is now implementing public administration reforms to lay the foundations for a more sustainable growth path.

By the end of 2011, Romania's EU funds absorption rate for the 2007-2013 programming period was below 10%, among the lowest in the EU³. Yet these funds had the potential to be utilized to support greater public and private investments in infrastructure, agriculture, social services etc. which were and are still needed to improve Romania's competitiveness, labor productivity and quality of public services. Structural reforms and public administration capacity building measures were thus required.

The Government of Romania (GoR) partnered with International Financial Institutions (IFIs) to mobilize international knowledge and expertise for administrative capacity strengthening. In October-November 2011, the GoR requested assistance from IFIs to help address the challenges of low administrative capacity and low EU funds absorption. The World Bank, which has been a key partner of the GoR in its public administration reform efforts for years, as well other international financial institutions according to their field of expertise and available instrument (In particular, EBRD, EIB and JASPERS) answered to this call and stepped up their efforts to provide such assistance including through advisory services.

¹ Functional Reviews phase I and phase II reports covering agriculture and rural development, education, transport, public finance, competition, center of government, regional development, environment, social protection and labor, health, higher education, business environment and energy, research & development and innovation

² Now called European Social Investment Fund (ESIF)

³ Romania's absorption rate of EU funds for the 2007-2013 programming period has substantially increased to approx.35%, still among the lowest of all EU member states.

Functional Reviews were the first set of World Bank’s reimbursable advisory services in Romania. Following the 2008 crisis, the Government, with the encouragement of the European Commission, invited the World Bank to carry out independent assessments of key challenges in 13 ministries and government agencies. Accordingly, the World Bank completed two sets of Functional Reviews throughout 2010-2011 which diagnosed the structural bottlenecks to growth and provided operational recommendations for capacity building. These reviews subsequently became the analytical underpinnings of Government action plans for strengthening public administration capacity.

Demand for World Bank customized advisory services to meet Romania’s specific needs grew rapidly. Successful completion of the 13 Functional Reviews led to increased demand from the government for reimbursable services. The 2012 MoU on “Partnership and Support in the Implementation of the EU Structural and Cohesion Funds and Modernization of Public Administration in Romania” between the Government of Romania and the World Bank identified complementary areas of focus. The MoU targeted (i) horizontal support to strengthen the administrative capacity of public institutions with the role of Managing Authorities, IB and public beneficiaries of the SCF and for streamlining the national legislative and regulatory framework with impact on the absorption of SCF; and (ii) specific needs related to the implementation of the operational programmes financed from SCF. The following sectors have been identified as priority at the time of signing the MoU: environment, transport, policies for poor areas and less favored communities, adapting to climate change, regional development, public administration reform, support to coordination of actions at central level and human resources development. Complementary areas have been considered later on in line with the evolving needs of the Government to prepare for the next financing cycle (i.e. areas of ex-ante conditionality).

Since the signing of the MoU, the Bank has been providing advisory services for:

- (i) **Modernizing the Public Administration:** a set of 14 advisory service engagements support institutional capacity strengthening, strategic planning and internal management (improving human resources management, organizational structure, monitoring and delivery functions, IT systems, etc.) and implement selected Government actions derived from adopted FR recommendations.
- (ii) **Helping Romania prepare for the 2014-20 programming period:** an evolving package of 23 advisory services support Romania to improve management of EU structural and cohesion funds as well as to meet ex-ante conditionalities that unlock access to EU 2014-2020 programming period funds.

Inter-institutional Coordination

Coordination arrangements. In order to ensure coherence, avoid potential overlaps and expediently address possible issues of interventions under different advisory services as quickly as possible in 2012 the Ministry of European Affairs (now Ministry of European Funds) put in place a technical level coordination mechanism. It consists of monthly monitoring of the status of each advisory activity based on updates provided by IFIs and concerned beneficiaries, as well as quarterly meetings with all stakeholders. The Coordination Committee for Technical Assistance reviews progress in preparation and implementation of advisory services and follows up with concerned parties to address challenges and bottlenecks. The committee is led by the Directorate of System Coordination and Technical Assistance. A matrix is circulated and updated every month to keep track of the activities of each IFI, improve synergies and avoid potential overlaps.

The Bank participated in all high level coordination meetings organized so far. In addition to the coordination at technical level, the government organizes biannual high level meetings with participation of representatives from the managing authorities, beneficiary ministries or agencies, IFIs and European Commission. High level meetings review the status of advisory services implementation, EU funds absorption and preparation for the next programming period, and address issues which require senior management attention.

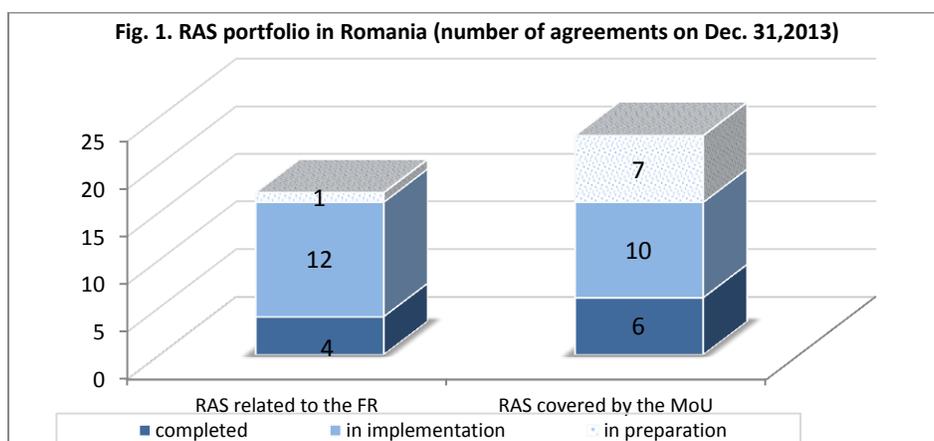
As of 2013, the Bank has also included the RAS as part of its bi-annual portfolio monitoring exercise that it regularly undertakes with its main counterparts and is led by the Ministry of Public Finance, and the Ministry of European Funds, for what it concerns the RAS. This is done to ensure a higher level of monitoring and quality

control of the Bank’s own work and because RAS are considered an integral part of the Bank’s work in Romania. RAS have increased the Bank’s ability to reach out to a variety of client and allowed deepened policy and sector dialogue, in cooperation with Bank’s other more traditional instruments. RAS have proved essential for addressing Romania’s challenges to achieve inclusive and sustainable growth.

2. Overview of the World Bank Reimbursable Advisory Services Program in Romania

Overall Portfolio Size and Composition

Prior to 2012, the World Bank had completed 3 advisory agreements comprising the Functional Reviews series and a short follow-up technical assistance (all amounting to \$3M/EUR2.18M). After the FRs, the Bank signed 29 advisory agreements (status on December 31, 2013) for a total equivalent to US\$40.7 million/EUR30M, out of which 23 were under implementation (US\$34.2M/EUR25.1M) and 6 are already closed (US\$6.5M/EUR4.9M). By the end of 2013, eight more activities were in advanced stage of preparation (3 of them worth US\$10M were signed in January and February 2014 and will be reflected in the next annual report).



Functional Reviews and Follow up of FRs Recommendations

The Functional reviews were covered under 2 separate agreements. The Government designed action plans to implement priority functional reviews recommendations and mobilized World Bank support for their execution through 13 additional advisory services agreements. The first follow up engagement covered center of government functions and closed in 2011 (worth EURO0.3M). It was followed by 12 more activities (\$14.5M/EUR10.6M) covering administrative capacity strengthening in agriculture and rural development [4 agreements], transport [2], education [1], competition [1] and public finance [4] (Table 1). Two of them also include vision or strategy development elements (e.g. in agriculture and transport). One RAS in transport (railways) is in preparation. In addition, a functional review for the judiciary was undertaken and completed in 2013. The client institutions are presented in the chart below (Fig. 2).

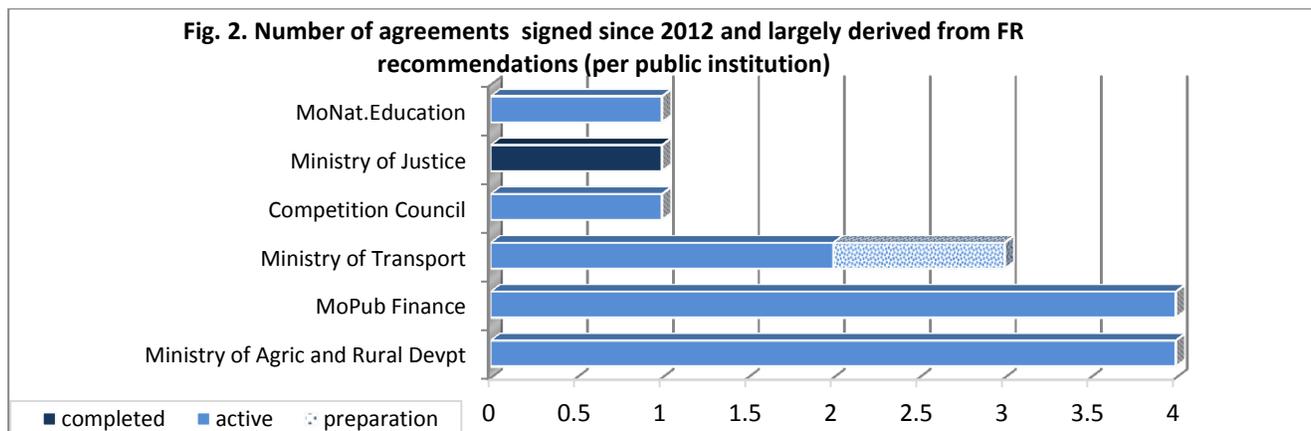
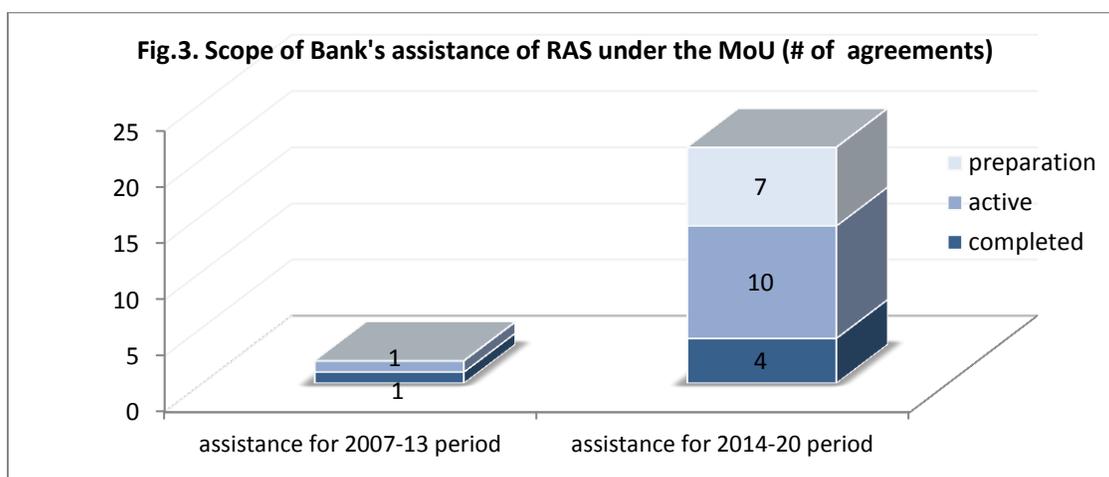


Table 1. Functional Reviews and Follow-up Advisory Services for Modernizing Public Administration

	Agreement	Source of finance	Status
<i>Functional reviews</i>			
1	Functional Reviews phase I (agriculture, transport, education, public finance, competition, center of government)	PODCA	closed in 2010
2	Functional Reviews phase II (regional development, labor and social protection, higher education, health, economy, energy and business environment, environment and forestry, cross-cutting issues)	PODCA	closed in 2011
3	Judicial Functional Review	PODCA	closed in 2013
<i>Center of Government functions – follow-up advisory services</i>			
4	Assistance to the Center of the Government for policy planning and coordination	PODCA	closed in 2011
<i>Public finance (debt management, tax administration) – follow-up advisory services</i>			
5	Strengthening debt management (MoPF)	PODCA	active
6	Strengthening Institutional Capacity in Fiscal Policy Formulation (MoPF)	PODCA	active
7	A better solution for providing clarifications, interpretations and ruling on tax issues (MoPF)	PODCA	active
8	Improve HR Mngt instruments and mechanism in order to strengthen the institutional capacity of MoPF (MoPF)	PODCA	active
<i>Agriculture and rural development – follow-up advisory services</i>			
9	Strategic Planning for the Agricultural Administration (MARD)	PODCA	active
10	Implementation of an Internal Management System at the MARD and its Subordinated Structures (MARD)	PODCA	active
11	Developing an Integrated Financial Management System (MARD)	PODCA	active
12	Agri-food Sector Strategy Formulation (MARD)	PODCA	active
<i>Education – follow-up advisory services</i>			
13	Development of Administrative Capacity of the MONEMoNE (MNE)	PODCA	active
<i>Competition – follow-up advisory services</i>			
14	TA to the Romanian Competition Council (RCC)	PODCA	active
<i>Transport – follow-up advisory services</i>			
15	Strengthen strategic planning in the transport sector (MoT)	PODCA	active
16	Improve its capacity to prepare and manage Public Private Partnerships (MoT)	PODCA	active
17	Railways sector	PODCA	preparation

Advisory Services helping Romania improve EU Funds absorption and prepare for the 2014-2020 Programming Period

Advisory services under the 2012 MoU add to 16 signed agreements so far (worth US\$24.1 million/EUR17.7M), out of which 5 are completed (\$4.1M/EUR3M) and 11 under implementation (US\$20M/EUR14.6M). Seven additional agreements worth US\$19.2M/EUR14M were expected to be signed in 2014 – 3 of them were signed in January and February 2014 - (Table 2 and Annex 4). These advisory services assist the government improve EU absorption, prepare for the EU 2014-2020 programming period and contribute to medium-term strategy development, prioritization of government interventions and strengthening of decision-making processes.



The areas covered by advisory activities evolved to meet Government needs. The MoU identified as priority areas the following sectors or cross-cutting themes: environment, policies for poor areas and less favored communities, climate change, regional development, public administration reform, support to coordination of actions at central level and human resources development. The Bank has also been asked to support strategic activities and deliverables required for Romania to meet the EU's ex-ante conditionalities:

- Advisory services signed in 2012 covered areas such as regional development [5], public investment [1], administrative capacity/training effectiveness [1] and competitiveness [1];
- In 2013, the portfolio was complemented with new RAS in early school leaving [1], tertiary education [1] and lifelong learning [1] to meet corresponding ex-ante conditionalities for accessing EU funds under the next programming period, as well as on Roma inclusion [1], climate change [1], Danube Delta sustainable development [1], land administration [1] and risk assessment [1];
- Seven agreements were in advanced stage of preparation and signing and expected to be signed in 2014. A significant agreement aims to advise a new Delivery Unit in the Prime Minister's office [1] and two RAS support social inclusion and active aging strategy development, also as ex-ante conditionalities (these agreements were signed in early 2014). Four of them cover public investment management and prioritization, performance management and impact assessment are expected to be signed in 2014.

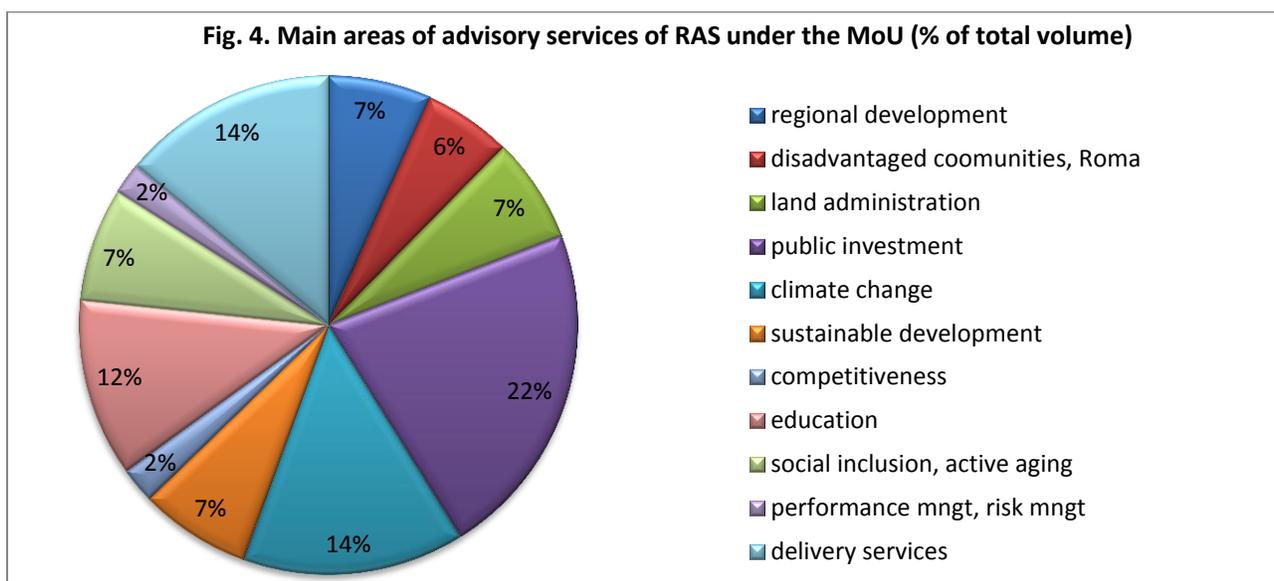


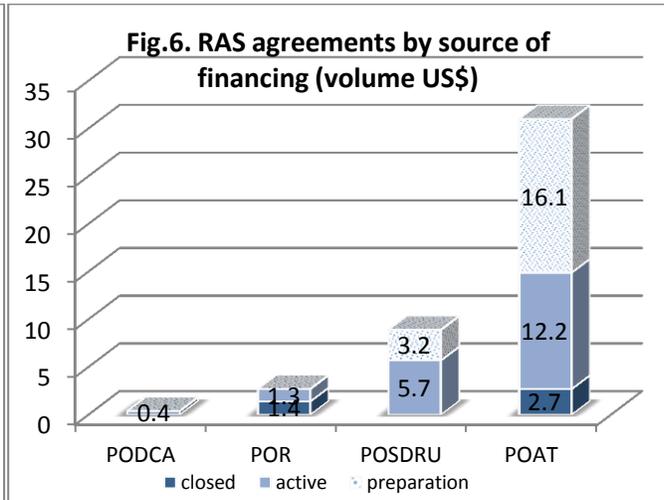
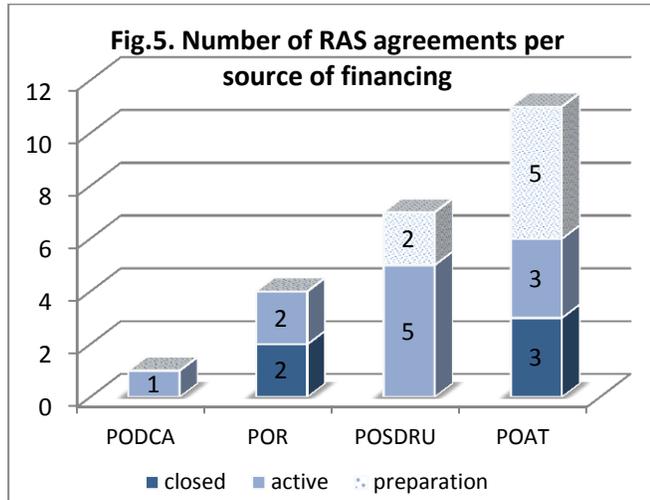
Table 2. Advisory Services under the 2012 MoU –status on December 31, 2013 (grouped by sectors⁴)

	Agreement	Source of finance	Date of signing	Status
<i>Enhancing government functions (investments prioritization, resources management, risk management)</i>				
1	Improving the national framework for preparing and implementing public investment projects	POAT	June 27, 2012	closed in 2013
2	Technical assistance for identification of project selection models (MDRAP)	POR	November 20, 2012	active
3	Assessment of the communication and collaboration between Mas and Intermediate Bodies of the (ROP) and facilitation of proactive and direct support for beneficiaries (MDRAP)	POR	November 20, 2012	closed in 2013
4	Analysis of capacity building activities in the public administration (MRDPA)	PODCA	December 10, 2012	closed in 2013
5	Harmonizing State and EU funded Projects for the benefit of subnational governments (MRDPA)*	POAT	Expected in 2014	preparation
6	Public Investment Management (MoPF)*	POAT	Expected in 2014	preparation
7	Delivery Unit (CPM)	POAT	Expected in 2014*	preparation
8	Strengthening Regulatory Impact Assessment (CPM) *	POAT	Expected in 2014**	preparation
9	Performance Management (MEF)*	POAT	Expected in 2014	Preparation
10	Enhancement of Risk Based Systems of the SOP for Human Resources Development (MLFSPEP)	POS DRU	June 28, 2013	active
<i>Competitiveness</i>				
11	Competitiveness Enhancement and Smart Specialization Policies (West Reg. DA)	POAT	August 31, 2012	closed in 2013
<i>Regional development</i>				
12	Enhanced Spatial Planning as a Precondition for Urban Development (MRDPA)	POAT	September 26, 2012	closed in 2013
13	Upgrade growth poles strategic planning and economic impact (MRDPA)	POR	November 20, 2012	closed in 2013
<i>Sustainable development</i>				
14	Climate Change and Low Carbon Green Growth Program (MECC)	POAT	July 23, 2013	active
15	Danube Delta Integrated Sustainable Development Strategy (MRDPA)	POAT	September 4, 2013	active
<i>Education</i>				
16	Reducing Early School Leaving (MNE)	POS DRU	June 12, 2013	active
17	Preparing a Strategic Framework for Increasing Tertiary Education Attainment, Quality and Efficiency (MNE)	POS DRU	July 17, 2013	active
18	Preparing a Strategic framework for Lifelong Learning (MNE)	POS DRU	September 16, 2013	active
<i>Land Administration</i>				
19	Basis for National and EU Policies (NACL R)	POAT	April 3, 2013	active
<i>Social inclusion</i>				
20	Elaboration of integration strategies for poor areas and disadvantaged communities (MRDPA)	POR	November 20, 2012	active
21	Study on Diagnostics and Policy Advice for Supporting Roma Integration in Romania (MLFSPEP)	POS DRU	June 17, 2013	active
22	National Strategy on Social Inclusion and Poverty Reduction (MLFSPEP)	POS DRU	Expected in 2014***	preparation
23	National Strategy for Elderly and Active Ageing (MLFSPEP)	POS DRU	Expected in 2014***	preparation

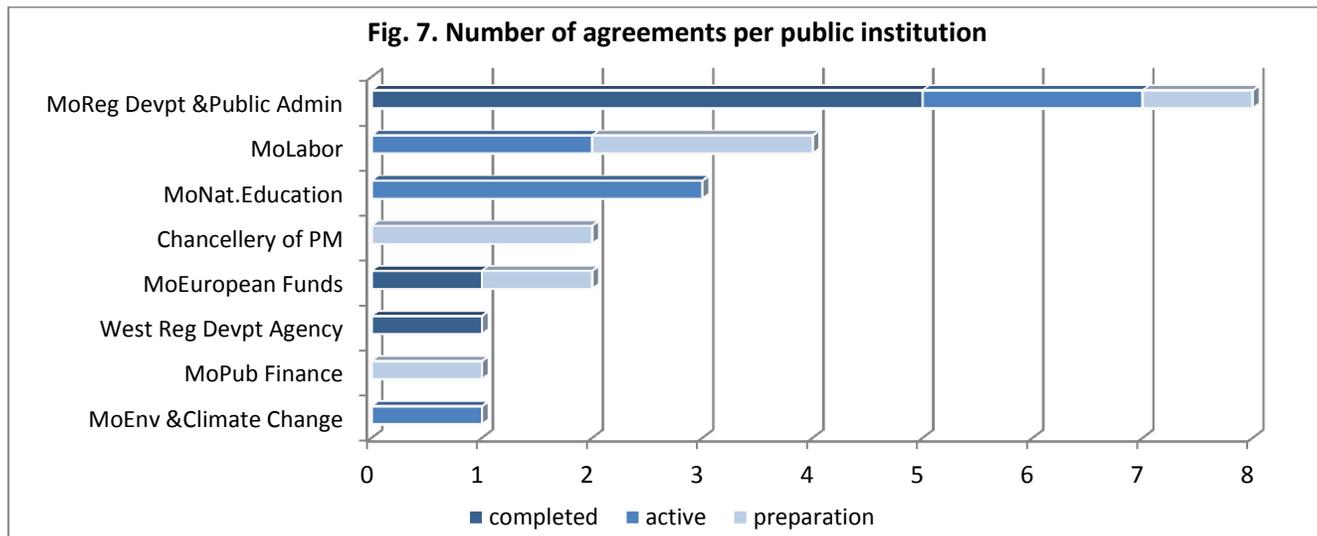
*signed in January 2014; **signed in April 2014; ***signed in February 2014

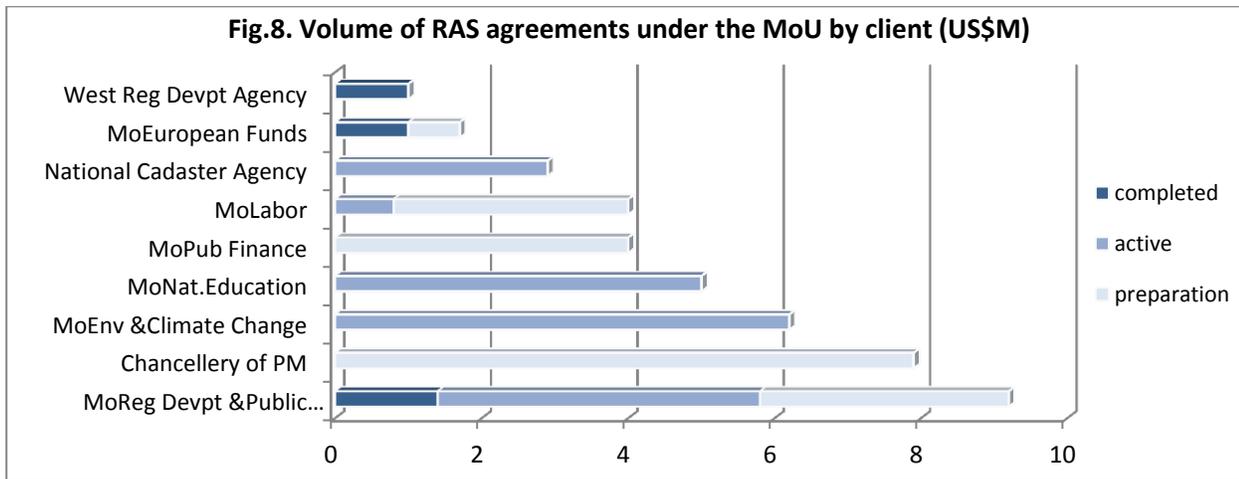
⁴ Annex 3 provides the list of activities by source of financing (Operational Programme).

The above RAS advisory activities are financed using EU funding from technical assistance axis of various Operational Programs (OPs), depending on the type of services provided [Annex 3]. A majority (11) of activities are financed under the Technical Assistance Operational Programme which supports horizontal needs of the Government. Four regional development related activities were financed by the Regional OP. Seven activities that support diagnostics and analysis on Roma integration and financial risk management, as well as policy formulation and strategy development in education, social inclusion and active aging are covered under the Human Resources Development OP and one from OPACD.



Without considering the FRs, the Bank has provided assistance to eight different line ministries and government agencies so far. The first RAS agreement under the MoU was signed with the Ministry of European Funds. The largest RAS program is with the Ministry of Regional Development and Public Administration (8), where 6 activities cover regional development (4 already completed), one analyzes the administrative capacity of MA OPACD (completed) and another one will assist in strengthening procedures and practices for prioritization of investments at subnational level (under preparation). Engagements with the Ministry of Labor and Ministry of National Education support strategy development for active aging, social inclusion and combating poverty, as well as for reducing early school leaving, tertiary education and lifelong learning which constitute ex-ante conditionalities for the Romanian government to gain access to EU 2014-2020 programming period funds. [Annex 5].

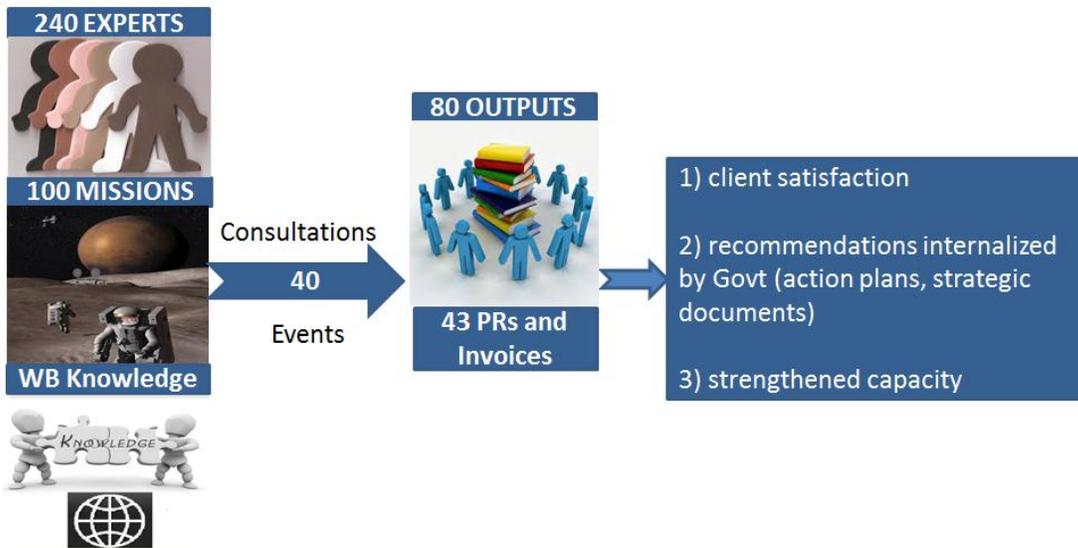




RAS Results and Implementation Progress

The World Bank has made major efforts to respond to the large and rapid demand for knowledge and advisory activities in Romania. To quote just some outputs, as of December 2013, we have (i) delivered more than 80 outputs, (ii) mobilized hundreds of experts, including seasoned international specialist and local experts well familiar with the country's specificities and context, and (iii) organized more than 40 consultations, workshops and training events. By expanding the range of instruments to meet Romania's specific needs, RAS enhanced our role as reform advocate, neutral stakeholder and trusted adviser to the Government. Satisfaction with the quality of the Bank's work under RAS also strengthened close collaboration with the European Commission and other international financial institutions.

Fig. 9. Summary of inputs and results



Advisory Services follow up. The Bank's outputs under these services have succeeded to inform strategic documents, policymaking and prioritization decisions prepared by the GoR. Reports delivered so far have been well received by the clients and some of the findings and recommendations provided under the advisory services informed the drafting of strategic documents (Partnership Agreement, draft operational programmes strategies, local development strategies, regional development plans) or the decision making for more efficient management of EU funds.

The Bank was able to respond to client demand because the type of work required was already at the core of the Bank's own program in the country and we could capitalize on our knowledge gained from our prior investment projects implementation experience and analytical work. The Bank also advanced its own resources for analytical work during RAS preparation and in some cases even started implementation ahead of signature to avoid delaying the much needed outputs.

Several actions were taken to increase its ability to respond to the client's demand and **ensure RAS complementarity and synergies within the World Bank (Annex 9 on areas of complementarity and synergies)**. These include: (i) identify a series of new Bank's experts and consultants to lead the RAS program in Romania; (ii) build on the knowledge of the local staff (all new and old staff in the World Bank office are involved in one or more RAS); (iii) increase the number of international level Romanian's staff and consultants; (iv) strengthen the RAS monitoring and coordination team in the Romania office and improve knowledge sharing and learning, and (v) revise and improve the quality control mechanisms from Bank management, both at entry and under implementation, for the RAS.

3. Implementation Challenges

The experience under the RAS so far can be considered very positive; especially taking into account this instrument was new in Romania and the speed at which the demand for advisory services grew in less than three years. The bulk of RAS deliverables have been timely submitted as per the schedule set in the advisory agreements, sometimes earlier than scheduled, and are overall meeting the quality standards, according to client's comments and early assessment. However, some challenges identified during implementation are worth highlighting.

The signature of some RAS suffered delays as not all stakeholders understood the different methodologies under the legal, billing and pricing requirements of the RAS and wanted to engage each time in negotiations of the standard legal clauses of the agreements. In some cases the dialogue has been very good with the beneficiary of the services, in some instances the challenge coming from the need to make sure the RAS agreement was in accordance – in terms of requirements - with the financing contract between the beneficiary and the Managing Authority. The Bank also needed time to understand and learn the Romanian and EU's rules under which the MAs and the Beneficiaries operated in the context of EU funds utilization and management.

This, together with a very **tight calendar for outputs delivery and time sensitive preparation for drafting strategies and meeting ex-ante conditionalities**, has unduly compressed the deliverables timetable under several RAS. Consequently, several financing contracts between the beneficiary and managing authority had to be amended to extend the duration of deliverables. However, the extensions of the closing date of some agreements have also allowed for some flexibility to ensure appropriate outputs in cases of:

- delayed World Bank team's access to necessary government data or documentation (e.g. RAS on poor and disadvantaged communities, risk assessment of POSDRU);
- delayed senior level clients' feedback or decisions on prior work required for completion of subsequent tasks (e.g. RAS on risk assessment of POSDRU, transport);
- timelines with insufficient time for vital, broad-based stakeholder consultations within the country on intermediary outputs (e.g. RAS on Roma integration, early school leaving, tertiary education, lifelong learning);
- the need from the client to add new activities or revise the scope and complexity of the originally envisaged tasks were increased to meet new client needs or use savings (e.g. RAS on TA to the Competition Council, regional development, agriculture).

In some cases, it has been challenging to simultaneously meet the World Bank's high quality standards for its outputs and the client's tight schedule. Experience has shown that implementation schedules were not always

realistically set (at the preparation stage) for the envisaged depth of analysis, complexity of tasks or sensitiveness of the covered topics, particularly for advisory activities of shorter duration (six months). Given Romania Government's urgency to use EU funds remaining under the 2007-2013 programming period and to plan the use of next EU programming period funds, negotiations on the outputs timetable have been challenging. RAS signed more recently have addressed this issue by considering longer implementation period and several intermediate outputs.

Time-based agreements. Romanian clients have chosen thus far to utilize only this type of agreement and embed the entire cost of the RAS in simple, lumped daily calculated rates for two broad categories of staff: international and local experts. While this form of agreement has served us well in some cases, in others created challenging situations. These calculated daily rates are often misunderstood as average salaries or consultant fees and appear high (in fact, such rates embed travel, as well as all other direct and related expenses). Also, this billing modality requires amendments for any minor change in the estimated total number of days per category of staff (international and local), even when there is no change in the output being delivered or the price of the agreement. To overcome the challenges with invoicing, the Bank will propose to change the costing and invoicing methodology from time based to output based agreements, as it is done for most of its RAS in other countries.

Billing and time recording. In some cases throughout implementation, clients' payments to the Bank for issued invoices have been delayed. Such delays were caused by lengthy administrative and approval rules, unfamiliarity with the Bank's VAT status, different interpretations of reference date for applicable exchange rates of advanced payments, or requests for additional and varying cost breakdowns. All pending/late invoices have however been paid so far. The Bank has also been receiving a variety of requests, according to the rules in each Managing Authority, for providing different breakdowns of the time worked by experts. A more coordinated and consistent approach would be warranted⁵.

4. Lessons Learned

The ownership by, and close collaboration with client and government counterparts will be key for the success of the RAS program. By and large Romanian public officials have extended excellent, timely collaboration and support to Bank advisory service teams, including but not limited to sharing available data, providing relevant documentation and background information, availability to meet frequent meetings with local and international experts, organizing and making logistic arrangements for consultations and workshops, etc. Without their time and dedication, it would not have been possible for the Bank to deliver a RAS program of this size and depth.

Public access to knowledge generated under RAS would benefit both the direct beneficiaries and the overall public. Dissemination of reports and recommendations is coordinated with the beneficiaries. The Bank has worked with the relevant line ministries and bodies to organize workshops to present the results of the advisory services. According to signed RAS Agreements, the Bank classifies all outputs "for official use only". Public access requires client's approval of content and format. Broader access to this knowledge seems to be desirable. More focus on dissemination of knowledge and extracting relevant lessons learned from the analysis would be needed from both parties going forward.

The nature of RAS activities has become larger and more complex in recent years, evolving from short implementation duration RAS of about six months with one major output on a single sector, or thematic area to considerably longer, more complex, cross-sectoral activities spanning over two years or more. Such complex activities require mobilization of very large teams, close coordination and collaboration among experts from different sectors within the Bank and across ministries. The advantage is that they also allow going beyond

⁵ The Bank systems do not allow for tracking time by component of activities and it allows only for tracking time by expert at week level. Time worked by Bank experts during weekends (particularly during missions) is recognized by the Bank and charged accordingly.

studies and reports to include larger technical assistance components into the RAS. However, such complexity also asks for more coordination within each Ministry and across Ministries. A strong and stable counterpart team, including from senior management level, is required to ensure that RAS work and results are properly steered, absorbed and disseminated. Such stability has proven to be a major challenge in some ministries. Frequent changes of Ministers and senior officials sometimes limit impact and delay decision making on funding or actual adoption of the new policies, strategies, processes or systems developed under these advisory services. Given the rapid and sizeable demand for RAS in Romania and the very short deadlines for deliverables, the Bank also experienced challenges in identifying appropriate teams and mobilizing experts on the ground with the necessary mix of skills. This stretched the Bank's own systems of deliverables and may have affected the timely start of some RAS.

Reimbursable Advisory Services strengthened the Bank's engagement with Romania. RAS services allowed the Bank to respond to client requests for advice and support that could not be funded within the existing Bank's budget envelope. As demand for our RAS grew in volume and complexity, it deepened our policy dialogue and engaged us in key reform areas (such as public investment management, Roma inclusion, regional development, climate change, competitiveness, agriculture productivity, land registration, transport sector efficiency, tertiary education or early school leaving). Weak institutional capacity and practices in these areas are among the greatest bottlenecks for more efficient use of EU funds and faster growth. Removing them would spur convergence with EU average living standards with a potential transformative impact, yet the Government has found them particularly difficult to reform.

Follow up on World Bank RAS recommendations and proposals. Institutional capacity building is a complex and lengthy process requiring long term political commitment. The Bank's knowledge program encourages Government to focus on long-term issues, sustain reforms and mitigate the backsliding to improve the functions of state. RAS is an integral element of our country program, intimately related to other activities such as our DPLs and investment projects. Our policy dialogue and knowledge activities foster change of values, focus on results and modernization of management practices in the public administration.

5. Prospects and Proposed Next Steps

Going forward, the RAS portfolio is expected to be consolidated. Several activities are expected to close in 2014. The new World Bank Country Partnership Strategy 2014-17, the Partnership Agreement and new Operational Programmes will guide the future advisory services to be undertaken by the Bank in response to GoR evolving needs. An updated version of the MoU to take into account of the new priorities under the ESIF, GoR new priorities and plans, take stock of progress so far, and comply with new RAS Bank's guidelines and procedures would also be required. A time frame of end of 2014 for completing the new MoU is suggested.

Closer monitoring, evaluation and reporting on the implementation of activities will be enhanced. Closer attention will be given to monitoring the delivery and quality of reports and services to anticipate bottlenecks and inform in advance on potential delays. In addition to the coordination mechanism arrangements, the Bank suggests to have targeted meetings to discuss achievements and challenges of the portfolio; lessons learnt and proposed remediation measures where the case may be. The Bank will also continue to include RAS monitoring under its own bi-annual portfolio exercise.

The current practice of teaming up with the Government to coordinate knowledge and experience sharing events during the preparation and implementation phases of the RAS could be enhanced. This can be done not only within the Bank within a sector or across relevant sectors but also with the recipients of the advisory services, or even other EU member states. Thematic meetings could be organized on topics/areas of common interest to the teams (i.e. education, social inclusion, Roma), on methodologies and approaches used by experts in undertaking the advisory services; this can be done both at the preparation stage and during implementation (to discuss results, lessons learnt, recommendations to improve activities).

Annexes

Annex 1. Functional Reviews

P#	Title of the Agreement	Responsible Bank Sector	Source of EU funds	TTL	Agreem. Amount M\$	Signing date	Agreem. duration (months)	Expected ending date	Status
P124892	FBS FR Economy/Energy	ECSPE	PODCA	Bernard Myers	2.2	26-Nov-10	7	15-Jun-11	closed
P121589	FBS FR Education	ECSPE	PODCA	Bernard Myers		10-Mar-10	7	5-Oct-10	closed
P124890	FBS FR Health	ECSPE	PODCA	Bernard Myers		26-Nov-10	7	15-Jun-11	closed
P124896	FBS FR Research and Devpt	ECSPE	PODCA	Bernard Myers		26-Nov-10	7	15-Jun-11	closed
P124894	FBS FR Environment and Forestry	ECSPE	PODCA	Bernard Myers		26-Nov-10	7	15-Jun-11	closed
P124895	FBS FR Higher Education	ECSPE	PODCA	Bernard Myers		26-Nov-10	7	15-Jun-11	closed
P124893	FBS FR Regional Development	ECSPE	PODCA	Bernard Myers	2.2	26-Nov-10	7	15-Jun-11	closed
P124891	FBS FR Labor and social Protection	ECSPE	PODCA	Bernard Myers		26-Nov-10	7	15-Jun-11	closed
P121583	FBS FR Agriculture	ECSPE	PODCA	Bernard Myers		10-Mar-10	7	5-Oct-10	closed
P121586	FBS FR Transport	ECSPE	PODCA	Bernard Myers		10-Mar-10	7	5-Oct-10	closed
P121588	FBS FR Finance	ECSPE	PODCA	Bernard Myers		10-Mar-10	7	5-Oct-10	closed
P121591	FBS FR Competition	ECSPE	PODCA	Bernard Myers		10-Mar-10	7	5-Oct-10	closed
P127819	FBS FR Cross-Cutting Issues	ECSPE	PODCA	Bernard Myers		10-Mar-10	7	5-Oct-10	closed

FBS – Fee Based Services (former term used for Reimbursable Advisory Services)

Annex 2. RAS implementing selected actions of the Govt action plans derived from FR recommendations

P#	Title of the Agreement	Sector	Source of EU funds	TTL	Agreement Amount M\$	Signing date	Agreement duration (months)	Expected ending date	Status
P130508	Strengthen strategic planning in the transport sector (MT)	ECSSD	PODCA	Simon David Ellis	4.0	19-Mar-12	24	8-Jun-14	
P130510	Improve its capacity to prepare and manage Public Private Partnerships (MT)	ECSSD	PODCA	Vickram Cuttarree	1.0	6-Sep-12	24	5-Sep-14	
P143673	Agri-food Sector Strategy Form (MARD)	ECSSD	PODCA	Irina Ramniceanu	1.2	28-Sep-12	20	27-May-14	amendment signed by the Bank
P143674	Strategic Planning for the Agricultural Administration (MARD)	ECSSD	PODCA	Irina Ramniceanu	1.1	28-Sep-12	21	27-Jun-14	amendment signed by the Bank
P143675	Implementation of an Internal Management System at the MARD and its Subordinated Structures (MARD)	ECSSD	PODCA	Gabriel Ionita	0.6	28-Sep-12	19	27-Apr-14	amendment signed by the Bank
P143676	Developing an Integrated Financial Management System at the MARD (MARD)	ECSSD	PODCA	Gabriel Ionita	0.3	28-Sep-12	20	27-May-14	amendment signed by the Bank
P131824	TA to the Romanian Competition Council (RCC)	ECSPF	PODCA	Arabela Aprahamian	2.4	4-Jun-12	23	3-May-14	amendment signed by the Bank
P143659	Development of Administrative Capacity of the MONE (MNE)	ECSHD	PODCA	Mariana Moarcas	2.0	25-Oct-12	21	24-Jul-14	
P133720	Strengthening Debt management (MoPF)	TREVP	PODCA	Antonio Velandia	0.6	1-Oct-12	20	31-May-14	
P144505	Improv. of HR Mng instruments and mechanism in order to strengthen the institutional capacity of MoPF (MoPF)	ECSPE	PODCA	Migara da Silva	0.4	13-Dec-12	16	12-Apr-14	
P144557	Strengthening Institutional Capacity in Fiscal Policy Formulation (MoPF)	ECSPE	PODCA	Munawer Khwaja	0.4	23-May-13	15	22-Aug-14	
P144566	A better solution for providing clarifications, interpretations and ruling on tax issues (MoPF)	ECSPE	PODCA	Munawer Khwaja	0.4	23-May-13	9	22-Sep-14	
P124897	FBS CoG Policy Planning and Coordination	ECSPE	PODCA	Bernard Myers	0.4	22-Jul-11	7	31-Dec-11	Closed

Annex 3. All RAS covered by the 2012 MoU and financed from the technical assistance axis of operational programmes by Managing Authority

P#	Title of the Agreement	Sector	Source of EU funds	TTL	Agreem. Amount M\$	Signing date	Agreem. Duration (months)	Expected ending date	Status
RAS financed from POAT									
P130919	Improving the national framework for preparing and implementing public investments projects (MEF)*	ECSPE	POAT	Bernard Myers	1.0	27-Jun-12	10.5	13-May-13	Closed
P143087	Enhanced Spatial Planning as a Precondition for Urban Development (MDRAP)	ECSSD		Marcel Ionescu-Heroiu	0.7	26-Sep-12	14	25-Nov-13	Closed
P145716	Real Estate Basis for National and EU Policies (NACL R)	ECSSD		Mika Petteri Torhonen	2.9	3-Apr-13	24	2-Apr-15	In implementation
P147062	Harmonizing State and EU funded Projects for the benefit of subnational governments	ECSSD		Jean-Francois Marteau	3.4	Expected May 2014	18		Preparation
P145943	Climate Change and Low Carbon Green Growth Program (MECC)	ECSSD		Jian Xie	6.2	23-Jul-13	25	22-Jul-15	In implementation
P146633	Danube Delta Integrated Sustainable Development Strategy (MDRAP)	ECSSD		Toshiaki Keicho	3.1	4-Sep-13	23	3-Aug-15	In implementation
P131858	Competitiveness Enhancement and Smart Specialization Policies in the West Region	ECSPF		Mariana Iootty	1.0	31-Aug-12	11.5	16-Aug-13	Closed
P147482	Delivery Unit	ECSPE		Alberto Leyton	6.0	Signed in Jan 2014	21	26-Oct-15	Preparation
P147746	Performance Management	ECSPE		Shilpa Pradhan	0.7	Expected May 2014	20		Preparation
P146782	Public Investment Management	ECSPE		Shilpa Pradhan	4.0	Expected May 2014	19		Preparation
P148995	Impact Assessment (PM Chancellery)	ECSPF		Mariana Iootty	1.9	24-Apr-14	20	24-Oct-14	Preparation
RAS financed from POR									
P143089	Technical assistance for the identification of project selection models (MDRAP)	ECSSD	POR	Marcel Ionescu-Heroiu, Sebastian Burduja	0.8	20-Nov-12	15	19-Feb-14	Closed
P132399	Upgrade growth poles strategic planning and economic impact (MDRAP)	ECSSD		Marcel Ionescu-Heroiu	0.9	20-Nov-12	12	20-Nov-13	Closed
P143090	Elaboration of integration strategies for poor areas and disadvantaged communities (MDRAP)	ECSSD		Rob Swinkels	0.6	20-Nov-12	17	19-Apr-14	In implementation

P143088	Assessment of the communication and collaboration between MAs and Intermediate Bodies of the (ROP) and facilitation of proactive and direct support for beneficiaries (MDRAP)	ECSSD		Marcel Ionescu-Heroiu, Sebastian Burduja	0.5	20-Nov-12	13	19-Dec-13	Closed
RAS financed from POSDRU									
P145035	Study on Diagnostics and Policy Advice for Supporting Roma Integration in Romania (MLFSPEP)	ECSHD	POSDRU	Kosuke Anan, Sandor Karacsony	0.6	17-Jun-13	10	16-Apr-14	In implementation
P145841	Reducing Early School Leaving (MNE)	ECSHD		Cristian Aedo	2.0	12-Jun-13	24	11-Jun-15	In implementation, amendment to be countersigned
P146187	Preparing a Strategic Framework for Increasing Tertiary Education Attainment, Quality and Efficiency (MNE)	ECSHD		Roberta Malee Bassett	1.9	17-Jul-13	23	16-Jun-15	In implementation, amendment to be countersigned
P146632	Preparing a Strategic framework for Lifelong Learning (MNE)	ECSHD		Janssen Teixeira	1.1	16-Sep-13	13	15-Oct-14	In implementation, amendment to be countersigned
P147269	National Strategy on Social Inclusion and Poverty Reduction	ECSHD		Emil Tesliuc	1.9	Signed on 26-Feb-14	14	25-Apr-15	Preparation
P147650	National Strategy for Elderly and Active Ageing	ECSHD		Asta Zviniene	1.3	Signed on 26-Feb-14	12	25-Feb-15	Preparation
RAS financed from PODCA									
P133582	Analysis of capacity building activities in the public administration (MRDPA)	ECSPE	PODCA	Alberto Leyton	0.4	10-May-13	8	31-Jan-14	Closed

Annex 4. RAS under preparation (covered by the MoU)

Title of the Proposed Agreement	Bank Sector	TTL	Source of finance	Agreem Amount M\$	Expected signing date	Expected duration of RAS
Harmonizing State and EU funded Projects for the benefit of subnational gvt	ECSSD	Jean-Francois Marteau	POAT	3.5	20-May-14	18
Public Investment Management	ECSPE	Shilpa Pradhan	POAT	4.0	May-14	19
Using impact assessment for evidence-based policymaking in Romania	ECSPE	Mariana Iooty	POAT	1.6	24-Apr-14	18
Setting up a performance management system for EU funds in Romania	ECSPE	Shilpa Pradhan	POAT	0.6	May-14	12
National Strategy on Social Inclusion and Poverty Reduction	ECSHD	Emil Tesliuc	POSDRU	1.9	25-Apr-14	14
National Strategy for Elderly and Active Ageing	ECSHD	Asta Zviniene	POSDRU	1.3	25-Feb-14	12
Delivery Unit	ECSPE	Alberto Leyton	POAT	6.0	31-Jan-14	21

Annex 5. List of RAS supporting the Government prepare strategic documents to fulfill ex-ante conditionalities

P#	Title of the Agreement	Sector	Source of EU funds	TTL	Amount of agreem. M\$	Signing date	Agreem. duration (months)	Expected ending date
P145841	Reducing Early School Leaving (MNE)	ECSHD	POS DRU	Cristian Aedo	2.0	12-Jun-13	24	11-Jun-15
P146187	Preparing a Strategic Framework for Increasing Tertiary Education Attainment, Quality and Efficiency (MNE)	ECSHD	POS DRU	Roberta Malee Bassett	1.9	17-Jul-13	23	16-Jun-15
P146632	Preparing a Strategic framework for Lifelong Learning	ECSHD	POS DRU	Janssen Teixeira	1.1	16-Sep-13	13	15-Oct-14
P147650	National Strategy for Elderly and Active Ageing	ECSHD	POS DRU	Asta Zviniene	1.3	26-Feb-14	12	25-Feb-15
P147269	National Strategy on Social Inclusion and Poverty Reduction	ECSHD	POS DRU	Emil Tesliuc	1.9	26-Feb-14	14	25-Apr-15

Annex 6. All RAS closing in the following months

P#	Title of Agreement	Sector	TTL	Amount (M \$)	Expected Signing Date	Expected Duration (m)	Expected ending date
P130508	Strengthen strategic planning in the transport sector	Transport	Simon David Ellis	4.0	19-Mar-2012	27	8-Jun-14
P143673	Agri-food Sector Strategy Form*	Agriculture	Irina Ramniceanu	1.2	28-Sep-2012	20	27-May-14
P143674	Strategic Planning for the Agricultural Administration*	Agriculture	Irina Ramniceanu	1.1	28-Sep-2012	21	27-Jun-14
P143675	Implementation of an Internal Management System at the MARD and its Subordinated Structures*	Agriculture	Gabriel Ionita	0.6	28-Sep-2012	19	27-Apr-14
P143676	Developing an Integrated Financial Mngmt System at MARD	Agriculture	Gabriel Ionita	0.3	28-Sep-2012	20	27-May-14
P131824	TA to the Romanian Competition Council*	Competition	Arabela Aprahamian	2.4	4-Jun-12	23	3-May-14
P133720	Strengthening Debt management	Public Finance	Antonio Velandia	0.6	1-Oct-12	20	31-May-14
P144505	Improv. of HR Mng instruments and mechanism in order to strengthen the institutional capacity of MoPF	Public Finance	Migara da Silva	0.4	13-Dec-12	16	12-Apr-14
P145035	Study on Diagnostics and Policy Advice for Supporting Roma Integration in Romania	Social Inclusion	Kosuke Anan, Sandor Karacsony	0.6	17-Jun-13	10	16-Apr-14
P133830	Enhancement of Risk Based Systems of the SOP for Human Resources Development	Financial management	Seda Aroyimak	0.2	28-Jun-13	7	27-Apr-14
P145035	Elaboration of integration strategies for poor areas and disadvantaged communities	regional development	Rob Swinkels	0.6	20-Nov-12	17	19-Apr-14
P143089	Technical assistance for the identification of project selection models (MDRAP)	regional development	Marcel Ionescu-Heroiu, Sebastian Burduja	0.8	20-Nov-12	15	19-Apr-14

*amendment in process; rows highlighted in green are RAS covered by the MoU

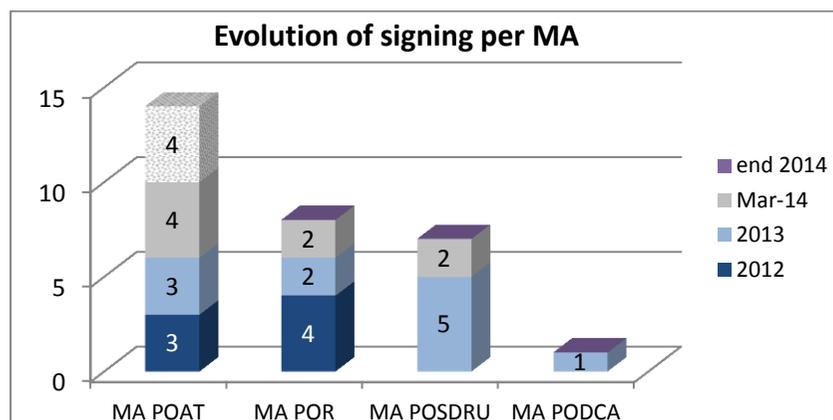
Annex 7. List of RAS by Institution

P#	Title of Agreement	Managing Authority	TTL	Amount (M \$)	Signing Date	Agreement Duration (months)	Expected ending date
Ministry of Agriculture and Rural Development							
P143673	Agri-food Sector Strategy Form	PODCA	Irina Ramniceanu	1.2	28-Sep-2012	20	27-May-14
P143674	Strategic Planning for the Agricultural Administration	PODCA	Irina Ramniceanu	1.1	28-Sep-2012	21	27-Jun-14
P143675	Implementation of an Internal Management System at the MARD and its Subordinated Structures	PODCA	Gabriel Ionita	0.6	28-Sep-2012	19	27-Apr-14
P143676	Developing an Integrated Financial Management System at the MARD	PODCA	Gabriel Ionita	0.3	28-Sep-2012	20	27-May-14
P145716	Real Estate Basis for National and EU Policies	POAT	Mika Petteri Torhonen	2.9	3-Apr-13	24	2-Apr-15
Ministry of Transport							
P130508	Strengthen strategic planning in the transport sector	PODCA	Simon David Ellis	4.0	19-Mar-2012	24	18-Mar-14
P130510	Improve its capacity to prepare and manage Public Private Partnerships	PODCA	Vickram Cuttarree	1.0	6-Sep-2012	24	5-Sep-14
Ministry of National Education							
P143659	Development of Administrative Capacity of the MONE	PODCA	Mariana Moarcas	2.0	25-Oct-12	21	24-Jul-14
P145841	Reducing Early School Leaving	POSDRU	Meskereem Mulatu	2.0	12-Jun-13	24	11-Jun-15
P146187	Preparing a Strategic Framework for Increasing Tertiary Education Attainment, Quality and Efficiency	POSDRU	Roberta Malee Bassett	1.9	17-Jul-13	23	6-Jun-15
P146632	Preparing a Strategic framework for Lifelong Learning	POSDRU	Janssen Teixeira	1.1	16-Sep-13	13	15-Oct-14
Ministry of Public Finance							
P133720	Strengthening Debt management	PODCA	Antonio Velandia	0.6	1-Oct-12	20	31-May-14
P144505	Improv. of HR Mng instruments and mechanism in order to strengthen the institutional capacity of MoPF	PODCA	Migara da Silva	0.4	13-Dec-12	16	12-Apr-14
P144557	Strengthening Institutional Capacity in Fiscal Policy Formulation (MoPF)	PODCA	Munawer Khwaja	0.4	23-May-13	15	22-Aug-14
P144566	A better solution for providing clarifications, interpretations and ruling on tax issues (MoPF)	PODCA	Munawer Khwaja	0.4	23-May-13	9	22-Aug-14
Ministry of Labor Family Social Protection and Elderly							
P133830	Enhancement of Risk Based Systems of the SOP for Human Resources Development	POSDRU	Seda Aroymak	0.2	28-Jun-13	7	27-Apr-14

P145035	Study on Diagnostics and Policy Advice for Supporting Roma Integration in Romania	POSDRU	Kosuke Anan, Sandor Karacsony	0.6	17-Jun-13	10	16-Apr-14
P147650	National Strategy for Elderly and Active Ageing	POSDRU	Asta Zviniene	1.3	26-Feb-14	12	25-Feb-15
P147269	National Strategy on Social Inclusion and Poverty Reduction	POSDRU	Emil Tesliuc	1.9	26-Feb-14	14	25-Apr-15
Ministry of Regional Development and Public Administration							
P146633	Danube Delta Integrated Sustainable Development Strategy	POAT	Toshiaki Keicho	3.1	4-Sep-13	23	3-Aug-15
P145035	Elaboration of integration strategies for poor areas and disadvantaged communities	POR	Rob Swinkels	0.6	20-Nov-12	17	19-Apr-14
Ministry of Environment and Climate Change							
P145943	Climate Change and Low Carbon Green Growth Program (MECC)	POAT	Jian Xie	6.2	23-Jul-13	25	22-Jul-15
Chancellery of the Prime Minister							
P147482	Providing Support to Establishment of a Delivery Unit	POAT	Alberto Leyton	6.0	Jan-14	21	26-Oct-16
Competition Council							
P131824	TA to the Romanian Competition Council	PODCA	Arabela Aprahamian	2.4	4-Jun-12	23	3-May-14

RAS highlighted in green are covered by the MoU

Annex 8. Evolution of RAS signing per MA



Annex 9. Areas of complementarity and synergies

Since these advisory services often address cross-cutting themes, it is essential to continue ensure strong coordination and collaboration among different sector ministries and Bank teams. The areas covered by the advisory services undertaken by the Bank required coordination and collaboration to ensure complementarity of activities and avoid potential overlaps. The complexity of some of the activities requires the involvement of more than one institution to ensure consistency of messages and policy actions. In some cases, there are several activities in the same sector (e.g. agriculture and rural development, public finance, transport, education). In some cases, project on policy dialogue and advisory work on Delivery Unit, climate change, regional development, competitiveness, Roma inclusion, public investment management, social inclusion and poverty, active aging or energy efficiency require the involvement of multiple ministries and public entities to ensure consistency of messages and policy actions. There are situations where requests for assistance on the same area/topic come from different institutions who work on such topic from different perspectives (i.e. public investment management from the Ministry of Finance perspective or from the line ministries, regional development agencies or local government's perspective) and these also require coordination and collaboration.

RAS for Follow up to the Functional Reviews Recommendations

- **Agriculture and rural development:** the four RAS are complementing each other and all serve the purpose of strengthening the capacity of the Ministry by touching upon different angles (strategic planning, internal and financial management). An international expert hired locally and based in Bucharest is the coordinator for these RAS, and most team members work across all four RAS to ensure close cooperation. Some of their recommendations concern and are coordinated with the social inclusion RAS (e.g. on pensions for ageing farmers, rural poverty), dialogue on fiscal policies and the Climate Change RAS.
- **Public finance:** there are four complementary RAS agreements with the Ministry of Public Finance dealing with debt management, tax policies and transversal issues (i.e. human resources management. These teams closely coordinate with the lead and senior country economists, and their policy dialogue under preparation and supervision of DPLs.
- **Transport:** strategic planning and PPP related projects also complement each other. Most team members work across both RAS. The Bank periodically coordinates with EIB which has some interventions in this sector underway.

RAS Advisory Services under the 2012 MoU

- **Education:** a World Bank lead specialist oversees and coordinates all four advisory services in education and several team members work across all of them to ensure consistency of recommendations. Some team members also contribute to projects and RAS in adjacent/connected areas (e.g. Roma integration, social inclusion, active aging, decentralization), and coordinate with concerned colleagues (e.g. the country lead and senior economists, other sector specialists). All these RAS comprise broad consultations with clients and stakeholders to facilitate coordination and collaboration within Romania.
- **Regional development:** a few experts have been working on all five activities. Both Ministry representatives and Bank experts participated in several joint meetings to discuss the progress and outputs under these advisory services which proved to be a good approach for coordination and collaboration among RAS within the same area of assistance.
- **Roma:** there are synergies and complementarities between the Roma integration study, the pilots to target support to disadvantaged communities, the social investment fund project, as well as the education and social inclusion RAS. Core team members work across all these tasks. They also coordinate with and build upon other country team colleagues' gender and shared prosperity work.
- **Social inclusion, active aging:** teams leading the active aging and social inclusion and poverty reduction RAS have reached out to colleagues in the education sector, social protection,

health, Roma etc. as needed to ensure that their RAS will be addressing all relevant subsectors on which the scope of work touches upon;

- **Public investment management:** Similar coordination and collaboration approaches have been undertaken by the teams working on the preparation of the Public Investment Management RAS with the Ministry of Public Finance and the Harmonization of State and EU funded Projects for Subnational Beneficiaries with the Ministry of Regional Development and Public Administration. These two RAS also build upon the Improving the National Framework for Public Investment report recommendations delivered under a closed RAS. Advice is also coordinated with the team leading preparation and supervision of our DPL operations, which in turn works closely with the IMF team.
- **Climate Change:** the Bank has been working closely with all relevant sectors within the Bank and public institutions on the side of the Government. Technical and consultations workshops are planned throughout the implementation period. A platform for consultation and communication was set up with the aim to provide a forum for online discussion for professionals interested in and/or working on Climate Change-related issues in Romania to share knowledge and experiences aimed at mainstreaming and advancing Climate Change concerns in development policies, programs, and plans in the country.
- **Danube Delta:** the Bank has been working closely with all relevant sectors within the Bank and coordinating with the inter-institutional committee on the side of the Government. Technical and consultations workshops are planned throughout the implementation period.

Annex 10a. Description of each RAS addressing horizontal and sectoral actions to strengthen govt capacity to increase EU funds absorption and prepare for the next programming period (MoU)

PROJECTS FINANCED THROUGH THE OPERATIONAL PROGRAMME FOR TECHNICAL ASSISTANCE

ROMANIA: IMPROVE THE NATIONAL FRAMEWORK FOR PREPARING AND IMPLEMENTING PUBLIC INVESTMENT PROJECTS	
<p>Key Dates: Signed: June 27, 2012 Duration: 10.5 months Value: US\$1 million (€0.78 million) Completed: May 13, 2013</p>	<p>Key Partners: Ministry of European Funds of Romania and relevant line ministries, especially Ministry of Transport, Ministry of Regional Development and Administration, and Ministry of Public Finance.</p>
<p>Project Objectives: The objective of the Advisory Services is to provide the Government with actionable proposals that would contribute to the absorption of Structural Funds by simplifying the bureaucratic procedures that broadly affect public investment. The Bank would draw on its previous work and conduct new research to recommend practical measures for improving the efficiency and effectiveness of preparing and implementing a public investment project, focusing on national legislation for public investments and related requirements. The link with the procedures specifically related to the use of EU funds will be highlighted only if exemptions for these types of projects are foreseen in national legislation. The project has five components: (i) assessment of the cross-cutting budgetary and legislative framework for public investment in Romania; (ii) evaluation of project-specific procedures that impact preparation and implementation; (iii) a case study description of the project cycle for selected projects; (iv) a comparison to other EU member states; and (v) recommendations for streamlining institutional interventions.</p>	
<ol style="list-style-type: none"> 1. Inception Report (26 Sep, 2012) – done 2. First Workshop on Preliminary Findings (10 Dec, 2012) – done 3. Second Workshop on Findings/Conclusions (26 Jan, 2013) – done 4. Draft report (26 Jan, 2013) – done 5. Final Report (11 Mar, 2013) – done 	

ROMANIA: ASSISTANCE TO THE WEST REGION DEVELOPMENT AGENCY FOR COMPETITIVENESS ENHANCEMENT POLICIES	
<p>Key Dates: Signed: August 31, 2012 Duration: 11.5 months Value: US\$1 million (lei 3.27 million) Completed: August 16, 2013</p>	<p>Key Partners: West Region Development Agency, Ministry of European Funds</p>
<p>Project Objectives: The overall objective of the project is to identify policy measures and interventions that can enhance the West Region’s competitiveness. In particular, these include measures that are able to enhance the growth potential of the region, facilitate the expansion of the region’s exports, and expand the range of products and services exported while also upgrading the quality and value added of existing products.</p>	
<ol style="list-style-type: none"> 1. Territorial assessment (Mar 28, 2013) – done 2. Economic geography assessment (Mar 28, 2013) – done 3. Trade competitiveness assessment (Mar 28, 2013) –done 4. Logistics and transport infrastructure assessment (Mar 28, 2013) – done 5. Competitiveness diagnostics (Mar 28, 2013) – done 6. Sector and smart specialization niches study (May 28, 2013) – done 7. Final Report (July 15, 2013) – done 	

ROMANIA: ASSISTANCE TO THE MINISTRY OF REGIONAL DEVELOPMENT TO ENHANCE SPATIAL PLANNING AS A PRECONDITION FOR URBAN DEVELOPMENT

Key Dates:

Signed: September 26, 2012

Duration: 12 months

Value: US\$0.7 million (€0.58 million)

Completed: Feb 2, 2014

Key Partners: The Ministry of Regional Development and Public Administration, The Regional Development General Directorate

Project Objectives: The aim is to provide the Government of Romania with actionable proposals that will improve the efficiency and effectiveness of territorial and spatial development policies and investments. The Bank will conduct research to recommend practical measures for reforming the planning system in Romania and improving the capacity of the Recipient to diagnose urban and regional dynamics and promote more competitive, sustainable, and inclusive cities. The main activities include: (i) evaluation of the planning system and (ii) evaluation of the urban development system in Romania.

1. Inception Report (26 Oct 2012) – done
2. Preliminary Reports on spatial planning system and urbanization review (26 Dec 2012) - done
3. First Study Case Analysis (26 Feb 2013) - done
4. Second Study Case Analysis (26 Mar 2013) done
5. Third Study Case Analysis 6. Final Report Final Report on spatial planning (26 Apr 2012) - done
6. Second Preliminary Report on urbanization review (26 May 2013) –done
7. Final Report on the urbanization review (26 Aug 2013) – done
8. Final reports on spatial planning system and urbanization review – done

ROMANIA: REAL ESTATE BASIS FOR NATIONAL AND EU POLICIES

Key Dates:

Signed: April 03, 2013

Duration: 24 Months

Value: US\$2.9 million (lei 10 million)

Key Partners: National Agency for Cadaster and Land Registration

Project objectives: The general objective of the project is to strengthen the National Agency of Cadastre and Land Registration's (NACLRL) capacity to improve its policy, regulatory, and institutional framework. This will be achieved through provision of technical assistance (TA) consisting of a multi-disciplinary review of the real estate system in Romania, thereby informing the development of a strategy for land registration and the revision of NACLRL's legal and institutional framework. The expected outcome is a comparative study, a draft national strategy, legal and Institutional reviews, and plans for improving the coverage, efficiency, service delivery, and responsiveness of real estate registration in Romania. It includes the following components:

1. Comparative study of real estate registration systems (3 January, 2014) – done
 2. Draft national strategy for systematic and sporadic real estate registration (3 Apr, 2014) – draft sent
 3. Assessment of legal framework (3 February, 2014) - draft sent
 4. Institutional Review (3 Apr, 2014) – done
 5. Institutional recommendations +draft action plan (3 July, 2014 – Will be extended to 31 January 2015)
 6. Performance of draft legislative projects (3 Feb, 2015 – Will be extended to 3 September 2015. Subject extension approval by Managing Authority, otherwise the delivery date will be extended to 3 April 2015)
- Final report (3 Apr, 2015 - Will be extended to 3 September 2015. Subject extension approval by Managing Authority,)

ROMANIA: CLIMATE CHANGE AND LOW CARBON GREEN GROWTH PROGRAM

Key Dates:

Signed: July 23, 2013

Duration: 25 Months

Value: US\$6.2 million (lei 20.9 million)

Key Partners: Ministry of Environment and Climate Change

Project objectives: The objective of the Program is to help the Government to: (i) develop a comprehensive national climate change and low carbon development strategy and action plan; (ii) integrate associated climate-related actions into the

2014–20 EU-funded Operational Programs; (iii) develop the institutional tools necessary to inform climate change policies and monitor their economic and environmental impacts; and (iv) identify future carbon trading opportunities. Achievement of these objectives will help Romania better position itself on its road toward a climate resilient and low carbon green economy. It includes the following components:

- Component A – Support to the Government of Romania to develop a comprehensive national climate change and low carbon green growth strategy and action plan
 - Component B – Support the preparation of climate change actions under the 2014_2020 Operational Programs
 - Component C – Support to the Government of Romania to build strong and sustainable analytic capacity and a suitable knowledge base by developing data, tools, and models for sectoral and macroeconomic analysis of climate change mitigation and adaptation as well as other low carbon green growth issues
 - Component D – Support government institutions for implementing, monitoring, and evaluating climate change actions
1. Vision statement for developing a low carbon green growth economic for Romania – December 2013 - Preliminary document timely delivered to MECC's PIU for further inputs and ownership of MECC.
 2. Guidance note on climate-related elements to be used for the government in the negotiations for Environmental Operational Programmes – January 2014. - Draft version provided for comments and conclusion.
 3. Stocktaking Report covering literature, baseline, institutional review, key EU requirements and timetable, and available datasets – December 2013 - Final version delivered as assigned
 4. Report on GHG inventory (April 22, 2014)
 5. Synthesis report on identification of operational programs, actions, and interventions that can support CC objectives and can support fulfilling the EU CC ex-ante conditionalities for SCF 2014 – 2020, including recommendations for incorporating CC tasks in the 2014-2020 OPs- January 2014 - done
 6. Final results of the sector rapid assessments have been presented during an workshop, on December 12; the submission of the final synthesis report will be done as scheduled, by January 23 - done
 7. The first review meeting for MAC curve was held on December 17, 2013 – done
 8. Three workshops, with minimum 15 participants/event to identify priorities for the CC draft strategy (March 22, 2014) – done

ROMANIA: DANUBE DELTA INTEGRATED SUSTAINABLE DEVELOPMENT STRATGY

Key Dates:

Signed: Expected soon

Duration: 23 Months

Value: lei 10.4 million

Key Partners: Ministry of Regional Development and Public Administration, Tulcea County Council, Constanta County Council

Project objectives: The main objective of the Reimbursable Advisory Services (RAS) is to assist the Recipient in the planned and environmentally sensitive development of the Danube Delta region, which is an ecologically rich but also economically challenged region of the eastern part of Romania. This objective will be achieved through the following four components:

- Component 1 – Diagnostic Analysis and preparation of a Vision for the Danube Delta Territory
 - Component 2 – Elaboration of an Integrated Sustainable Development Strategy of the Danube Delta
 - Component 3 – Preparing the implementation of an Integrated Territorial Investment (ITI) instrument for the 2014–20 programming period
 - Component 4 – Applying the methodological framework to prepare ITI for the Growth Pole Constants
1. Draft methodological framework to define & implement ITI, incl. institutional arrangements: 4 February, 2014 - done
 2. Diagnostic report for the Danube Delta area: 4March, 2014 - done
 3. Vision for the Danube Delta region: 4 May, 2014
 4. Draft institutional mechanism for ITI Constanța Growth Pole: 4 May, 2014
 5. Report on territorial needs of the Danube Delta area: 4 September, 2014
 6. Sustainable development strategy of Danube Delta: 4th of November, 2014
 7. Draft methodological framework to define & implement ITI, including institutional arrangements: 4 December, 2014
 8. Report on Strategic Environmental Assessment: 4 April, 2015
 9. Final institutional mechanism for ITI Constanța Growth Pole: 4 May, 2015
 10. Action Plan for implementation of Danube Delta Sustainable Development Strategy: 4 June, 2015
 11. Strategy for implementation of Constanța ITI: 4 July, 2015
 12. Final report: 4 July, 2015

ROMANIA: PROVIDING SUPPORT TO THE ESTABLISHMENT OF A DELIVERY UNIT

<p>Key Dates: Signed: Jan 27, 2014 Duration: 21 months Value: US\$6.29 million (€ 4.56 million)</p>	<p>Key Partners: Chancellery of the Prime-Minister</p>
<p>Project objectives: The objective of the Advisory Services is to assist the Office of the Prime Minister of the Government of Romania establish a delivery system and a DU aimed at improving and strengthening the Government's capacity to implement selected policy priorities and deliver results.</p>	
<ol style="list-style-type: none"> 1. Recommendations and inputs for the preparation of necessary regulations to support the mandate of the delivery system and the DU 1st draft strategy (Apr 26, 2014) 2. Draft Operational Manual containing guidelines and procedures to establish timeframes and formats for effective reporting and monitoring of progress in the delivery of selected priorities and protocols to resolve delivery problems when necessary (Apr 26, 2014) 3. One study-tour to a relevant EU country for 12 participants of the core team of the DU (May 26, 2014) 4. Draft technical specifications and requirements for the monitoring system and dashboard to support operations of the DU (Jun 26, 2014) 5. Recommendations on how to implement data collection instruments for citizen feedback (Jun 26, 2014) 6. Technical note describing criteria and methodology to narrow down objectives and targets in Priority Areas (Apr 26, 2014) 7. Provision of inputs for the identification of priority objectives and policy options in Priority Areas (Jul 26, 2014), (Jan 26, 2015) 8. Stakeholder analyses and mapping exercises in each of the four Priority Areas (Jul 26, 2014), (Jan 26, 2015) 9. Four Preliminary draft delivery action plans with a focus on specific measurable results in each of the Priority Areas including recommendations of short-term results in each sector (Jul 26, 2014), (Jan 26, 2015) 10. Provision of support to prepare and deliver four workshops with the participation of relevant stakeholders for the preparation of proposed delivery action plans (Aug 26, 2014), (Feb 26, 2015) 11. Four detailed draft delivery plans for prioritized targets that resulted from participatory work with involved stakeholders and relevant government agencies and include a list of monitoring indicators and baseline data (Sep 26, 2014), (Mar 26, 2014) 12. Stakeholder analysis and baseline for the preparation of a communication strategy (Apr 26, 2014) 13. Preparation of draft comprehensive communication strategy for external and internal audiences (Jul 26, 2014) 14. Provision of support to organize and deliver a conference on performance management and delivery (Oct 26, 2014) 15. Feedback and recommendations to improve the implementation of the communication strategy (Oct 26, 2014) 16. Assessment reports with a focus on changes in Priority Areas, non-performing programs and actionable recommendations to help the CPM correct problems in the implementation of ongoing delivery action plans and progress in capacity building activities (up to 10 reports: 6 for the first batch of delivery plans and 4 for the second batch of delivery action plans) (Oct 26, 2014) 17. Recommendations to enhance accountability mechanisms and institutional coordination across public sector entities (Jan 26, 2015) 18. Sustainability review report containing an analysis of undertaken actions, lessons learned, and recommendations related to the DU to enable the CPM to take action (Sep 26, 2015) 	

PROJECTS FINANCED THROUGH THE REGIONAL OPERATIONAL PROGRAMME

ROMANIA: ASSISTANCE TO THE MANAGING AUTHORITY FOR REGIONAL OPERATIONAL PROGRAMME

<p>Key Dates: Signed: November 20, 2012 Duration: 15, 12, 10, 13 months Value: US\$2.8 million (€2.11 million) Completed: April 19, 2014</p>	<p>Key Partners: Ministry of Regional Development and Public Administration, Managing Authority for the Regional Operational Programme</p>
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Project objectives: Four projects aim to provide support to the Managing Authority for the Regional Operational Programme (ROP) as follows:

- **Upgrade growth poles' strategic planning and economic impact:** aims to help the Government prepare the next programming period for the ROP by strengthening the effectiveness and efficiency of the growth poles' policy in the country as well as enhancing the strategic planning capacity of the seven growth poles identified in Romania in order to better target investments that enhance economic impact.

- **Assessment of the communication and collaboration between the managing authority (MA) and intermediate bodies (IB) of ROP and facilitation of proactive and direct support for beneficiaries:** aims to develop a partnership between the MA ROP and IBs by providing a functional analysis of the implementation system in place, with special focus on the relationship between MA and IBs, as well as on the current assistance available to ROP applicants and beneficiaries.

- **Identification of project selection models:** aims to assist MA ROP to identify and propose innovative selection models for the next programming period project evaluation process, with a strong link to the strategic development priorities of the next budgeting cycle.

- **Elaboration of integrated strategies for poor areas and disadvantaged communities:** aims to characterize and establish typologies of disadvantaged and lagging urban areas and communities, and identify their spatial location and assess current integration strategies using quantitative and qualitative techniques. It also will design customized intervention tools for addressing their situation in an integrated manner under the next programming period of the ROP.

Upgrade growth poles' strategic planning and economic impact

1. Inception Report (19 Dec 2012) - done
2. Intermediary report on the growth poles policy in Romania (20 Feb 2013) - done
3. Final Report on the growth poles policy in Romania (20 Jun 2013) – done
4. Intermediary TRACE Reports (20 Jul 2013) – done
5. Intermediary Report in strategic IDP's assessment (20 Aug 2013) – done
6. Final Reports on TRACE and strategic IDP's assessment (20 Nov 2013) – done

Assessment of the communication and collaboration between the managing authority (MA) and intermediate bodies (IB) of ROP and facilitation of proactive and direct support for beneficiaries

1. Inception Report (15 Dec 2012) - done
2. Intermediary Report (assessment of ROP framework) (20 May 2013) – done
3. Intermediary Report (on current activities of direct support for beneficiaries) (20 July 2013) – done
4. Knowledge exchange workshop (20 Sept 2013) –done
5. Final Reports (20 Dec 2013) – done

Identification of project selection models

1. Inception Report (20 Feb 2013) - done
2. Preliminary report on Comparative analysis (20 Jul 2013) - done
3. Preliminary report on proposals (20 Oct 2013) –done
4. Final Report (19 Feb 2014) – done

Elaboration of integrated strategies for poor areas and disadvantaged communities

1. Inception Report (20 Dec 2012) - done
2. Preliminary Report on identification and characterization of deprived areas (20 Feb 2013) done
3. Preliminary report on types of problems identified for each category (20 July 2013) – done
4. Integrated intervention tool (19 Mar 2014) – done

PROJECTS FINANCED THROUGH THE HUMAN RESOURCES DEVELOPMENT OPERATIONAL PROGRAMME

ROMANIA: STUDY ON DIAGNOSTICS AND POLICY ADVICE FOR SUPPORTING ROMA INTEGRATION IN ROMANIA

Key Dates:

Signed: June 17, 2013

Duration: 10 months

Value: US\$0.6 million (lei 1.85 million)

Key Partners: Ministry of Labor, Managing Authority for HRD - main counterpart (Other partners will include: General Secretariat of the Government, National Agency for Roma, National Agency for Employment, Ministry of Education, Ministry of European Funds, Ministry of Health, Ministry of Regional Development and Public Administration)

Project objectives: The aim is to support the Recipient develop national policies and identify cost-effective programs to promote the integration of Roma by providing diagnostics and policy options in key areas of poverty and social safety nets, employment, education, housing and habitat upgrading, health, anti-discrimination, and institutional mechanisms. The ultimate goal would be the effective local service delivery and use of EU instruments, in order to meet the targets of the Europe 2020 Strategy and those of the Romanian National Strategy for the Inclusion of Romanian citizens belonging to the Roma minority 2012–20. The study also addresses the cross-cutting issues of gender, active citizenship, and monitoring and evaluation (M&E) tools.

1. 1st draft report and ppt (Sep 17, 2013) – (done on Sep 17)
2. Consultation workshop (Sep 30, 2013) – (done on Sep 24-25)
3. 2nd draft and ppt (Nov 17 2013) – (done on Nov 17)
4. Consultation workshop Dec 1 2013 (done on Nov 21-22)
5. Final deliverables Mar 2, 2014 – (done on Feb 28)
6. Final dissemination workshop Apr 16, 2014 (done on Apr 2)

ROMANIA: ENHANCEMENT OF RISK BASED SYSTEMS OF THE SECTORAL OPERATIONAL PROGRAM FOR HUMAN RESOURCES DEVELOPMENT

Key Dates:

Signed: June 28, 2013

Duration: 11 Months

Value: US\$0.2 million (lei 0.7 million)

Key Partners: Ministry of labor, Family, Social Protection and Elderly Persons, Sectoral Operational Program for Human Resources Development (SOP HRD)

Project objectives: The main objective of the Reimbursable Advisory Services (RAS) is to assist the Recipient in enhancing the effectiveness of the risk assessment and verification procedures of the SOP HRD to ensure that the program can reach its targeted beneficiaries and that the supported subprojects can achieve their development objectives with due care for effectiveness and efficiency. This objective will be achieved through the following two components:

- Component 1 – Improvement of the risk assessment methodology and disbursement request verification procedures
 - Component 2 – Strengthening the technical capacity of MA and IBs
1. Revised risk assessment methodology and disbursement requests verification procedures (27 Dec, 2013) – done
 2. Operational manual (27 Dec, 2013) – done
 3. Training (26 Apr, 2014)

ROMANIA: ASSISTANCE TO THE MINISTRY OF NATIONAL EDUCATION FOR REDUCING EARLY SCHOOL LEAVING

Key Dates:

Signed: June 12, 2013

Duration: 24 months

Value: US\$2 million (lei 6.61 million)

Key Partners: Ministry of National Education , Intermediary Body for Operational Program Development of Human Resources (OIPOSDRU)

Project objectives: The objectives of the Reimbursable Advisory Services are to support the preparation of a strategic framework to reduce early school leaving and the development and installation of a system to monitor early school leaving at all relevant levels of the education system of Romania. It includes the following components:

- Component 1 – Developing a Strategic Framework to Reduce Early School Leaving
- Component 2 – Disseminating the Strategic Framework to Reduce Early School Leaving
- Component 3 – Strengthening the capacity to monitor ESL-related programs and policies

1. Outline of the draft strategy(Aug 12, 2013) – done
2. 1st draft strategy (Oct 12, 2013) – done
3. 2nd draft strategy (December, 2013) - done
4. Report on public consultation process (Dec 12, 2013) - done
5. Final draft strategy (Jan 12, 2014) - done
6. Draft strategic framework (April 12, 2014)
7. Dissemination report (Aug 12, 2014)
8. ESL monitoring info system developed (Jan 2015)
9. Training for ESL users (Mar 2015)
10. Advisory reports on monitoring ESL projects (Nov 2014, Feb 2015, May 2015)

ROMANIA: ASSISTANCE FOR PREPARING A STRATEGIC FRAMEWORK FOR INCREASING TERTIARY EDUCATION ATTAINMENT, QUALITY, AND EFFICIENCY

Key Dates:

Signed: July 17, 2013

Duration: 23 months

Value: US\$1.9 million (lei 6.43 million)

Key Partners: Ministry of National

Education , Intermediary Body for Operational Program Development of Human Resources (OIPOSDRU)

Project objectives: The general objectives of the project are to support the preparation of a Strategic Framework for Increasing Tertiary Education Attainment, Quality, and Efficiency. It includes the following components:

- Component 1 – Development of a draft Strategic Framework for Increasing Tertiary Education Attainment, Quality, and Efficiency
- Component 2 – Dissemination of the final draft Strategic Framework for Increasing Tertiary Education Attainment, Quality, and Efficiency
- Component 3 – Strengthening the capacity to monitor tertiary education attainment levels, quality, and efficiency

1. Outline for the draft strategy (Sep 17, 2013) – done
2. 1st draft strategy (Nov 12, 2013) - done
3. 2nd draft strategy (Dec 12, 2013) - done
4. Final draft strategic framework (Jun 17, 2014)
5. Management info system (Feb 17, 2014) - done
6. Dissemination report (Oct 17, 2014)
7. Training (May 2014)
8. Advisory reports on monitoring (Sep 2014, Dec 2014, Apr 2015)
9. Results report (May 2015)

ROMANIA: ASSISTANCE FOR PREPARING A STRATEGIC FRAMEWORK FOR LIFELONG LEARNING

Key Dates:

Signed: September 16, 2013

Duration: 13 months

Value: US\$1.13 million (lei 3.72 million)

Key Partners: Ministry of National

Education , Intermediary Body for Operational Program Development of Human Resources (OIPOSDRU)

Project objectives: The general objective of the project is to assist the Government to prepare a draft Strategic Framework for lifelong learning. The project includes the following components:

- Component 1 – Development of a draft Strategic Framework for lifelong learning
- Component 2 – Dissemination of the draft Strategic Framework for lifelong learning
- Component 3 – Strengthening the capacity to monitor lifelong learning programs

1. Outline of the draft strategy (Aug 12, 2013) – done
2. 1st draft strategy (Oct 12, 2013) – done
3. 2nd draft strategy (December, 2013) - done
4. Report on public consultation process (Dec 12, 2013) - done
5. Final draft strategy (Jan 12, 2014) - done
6. Draft strategic framework (April 12, 2014)
7. Dissemination report (Aug 12, 2014)
8. ESL monitoring info system developed (Jan 2015)
9. Training for ESL users (Mar 2015)
10. Advisory reports on monitoring ESL projects (Nov 2014, Feb 2015, May 2015)

ROMANIA: ASSISTANCE ON PREPARATION OF A DRAFT NATIONAL STRATEGY REGARDING ELDERLY AND ACTIVE AGEING

Key Dates:

Signed: February 26, 2014

Duration: 12 months

Value: US\$1.31 million (€ 0.95 million)

Key Partners: Ministry of Labor, Family, Social Protection and Elderly Persons

Project objectives: The general objective of the project is to support the Recipient with the preparation of a Draft Strategy and provide the Recipient analysis, modelling and capacity building in relation to active ageing and the elderly.

1. Draft documentary analysis (Jun 13, 2014)
2. Feedback from the Recipient to the draft documentary analysis (Jul 4, 2014)
3. Final documentary analysis (Jul 25, 2014)
4. Pension modelling and training workshop (Apr 25, 2014)
5. Discussion of the documentary analysis with working groups, consultation workshops with stakeholders and setting of strategic priorities by the Recipient (24 Aug, 2014)
6. Outline of the draft Strategy (23 Sep, 2014)
7. First draft Strategy (Nov 5, 2014)
8. Feedback from the Recipient to the first draft Strategy (Nov 20, 2014)
9. Final draft Strategy (Dec 5, 2014)

ROMANIA: PROVISION OF INPUTS FOR THE PREPARATION OF A DRAFT NATIONAL STRATEGY AND ACTION PLAN ON SOCIAL INCLUSION AND POVERTY REDUCTION

Key Dates:

Signed: February 26, 2014

Duration: 14 months

Value: US\$1.9 million (EUR 1.36 million)

Key Partners: Ministry of Labor, Family, Social Protection and Elderly Persons

Project objectives: The objective of the project is to support the Recipient:

- Prepare a draft Strategy Vision on social inclusion and poverty reduction for the period 2014-2020
- Prepare a draft Strategy and Action Plan
- Prepare a draft Implementation Plan

1. Draft Strategic Vision (Apr 11, 2014)
2. First draft Strategy (Aug 25, 2014)
3. First draft Action Plan (Aug 25, 2014)
4. Consultation workshop (Oct 26, 2014)
5. Final draft Strategy including an Executive Summary of the Strategy and Power point presentation (Dec 26, 2014)
6. Final draft Action Plan (Dec 26, 2014)
7. First draft Implementation Plan (Dec 26, 2014)
8. Consultation workshop (Jan 26, 2015)
9. Final draft Implementation Plan (Mar 26, 2015)

ASSISTANCE FINANCED THROUGH OP FOR ADMINISTRATIVE CAPACITY DEVELOPMENT

ROMANIA: ANALYSIS OF CAPACITY BUILDING ACTIVITIES IN THE PUBLIC ADMINISTRATION

Key Dates:

Signed: May 10, 2013

Duration: 7 months

Value: US\$0.4 million (€ 0.29 million)

Completed: January 31, 2014

Key Partners: Ministry of Regional Development and Public Administration, Managing Authority for Operational Programme for Administrative Capacity Development

Project objectives: The overarching objective of the Advisory Services is to help increase the effectiveness of administrative capacity development programs in Romania so that central and local administrations can deliver better public services. It aims to achieve this by reviewing the implementation of the activities that were financed through the Operational Programme for Administrative Capacity Development (OP ACD) during the current seven-year programming cycle and by assessing the extent to which they met the needs of the targeted groups. The Advisory Services should provide policy inputs for the Managing Authority to use in formulating its strategy for the next EU programming cycle 2014–20, so that future capacity development programs will be even more effective and efficient.

Component 1 – Capacity-building activities to strengthen the civil service and factors that impact their effectiveness

Component 2 – Status of the decentralization process and transfer of competencies within the Romanian public sector

1. Inception Report (9 Jul, 2013) – done
2. Workshop on Interim Findings/Conclusions (9 Aug, 2013) – done
3. Draft report (9 Sep, 2013) – done
4. Final Report (9 Dec, 2013) – done

Annex 10b. Modernization of Administration Program financed through the OP for Administrative Capacity Development

(includes activities implementing some of the government action plans derived from the functional reviews)

ROMANIA: ASSISTANCE TO THE MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT FOR STRENGTHENING THE AGRI-FOOD SECTOR STRATEGY FORMULATION IN THE MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT	
<p>Key Dates: Signed: September 28, 2012 Duration: 20, 24, 21, 24 months Value: US\$3.2 million (lei 11.69 million)</p>	<p>Key Partners: Ministry of Agriculture and Rural Development (MARD)</p>
<p>Project Objectives: The objective of the Programmatic Advisory Services is to assist the Recipient in strengthening its administrative capacity with regard to the following corresponding four agreements :</p> <ul style="list-style-type: none"> • Strengthening the Agri-Food sector strategy formulation in the MARD aimed to assist the Recipient in strengthening its administrative capacity with regard to the management of public policy cycles in the agri-food sector. • Assistance to the MARD for Strategic Planning for Agricultural Administration to assist the Recipient in strengthening the undertaking of efficient strategic and operational management. • Assistance to the MARD for the Implementation of an Internal Management System at the ministry and its subordinated structures to assist the MARD in strengthening the efficiency and effectiveness of its operational management and that of selected subordinated structures, by supporting the development and implementation of an internal management/control system. It will help develop and implement a set of tools to improve management functioning and to develop management skills among staff with leadership and coordination functions at the MARD and selected subordinated structures. • Assistance for Developing an Integrated Financial Management System at the MARD aims to strengthen its capacity to manage budget funds. In particular, it will help enhance the MARD's financial management capacity by: (i) facilitating the prioritization of allocations for the implementation of agriculture and rural development (ARD) policies; (ii) supporting sound and efficient use of budgetary resources; and (iii) tracking expenditures on a regular basis. 	
<p>- Strengthening the Agri-Food sector strategy formulation in the MARD</p> <ol style="list-style-type: none"> 1. Two assessment reports of selected public policies (ex-post assessment 2010-12) (27 May, 2013) ; (27 Nov 2013) – done 2. Staff in the Recipient's structures responsible with the management of public policy cycles has been trained (27 Dec, 2013) – done 3. A database with ARD sector information (27 May, 2014) 4. A Medium and Long-term Vision document (2020/2030 horizon); (27 July, 2013); (27 Aug, 2013) – done <p>Two Public Policy papers (recommendations for 2014-20) and a set of technical notes (27 May, 2014)</p>	
<p>- Assistance to the MARD for Strategic Planning for Agricultural Administration</p> <ul style="list-style-type: none"> • Report and set of recommendations regarding modern solutions for strengthening strategic management capacity (27 May, 2013); (27 Sep, 2013) - done • A set of modern management tools for strategic planning (27 Sep, 2013) - done • Integrated Institutional Strategic Management Plan (27 Mar, 2014) • Monitoring report on the implementation of Integrated Institutional Strategic Management Plan (27 Aug, 2014) • Report and recommendations for the restructuring of the agricultural administration – reorganization in regional structures of the agricultural administration (27 Sep, 2013)-done • Feasibility study regarding a potential merger between APIA and APDRP (27 Mar, 2013); (27 May, 2013) - done • IT system for strategic planning & performance assessment of ARD administration developed and tested (27 Mar, 2014) 	

<ul style="list-style-type: none"> - Assistance to the MARD for Strategic Planning for Agricultural Administration • Report and set of recommendations regarding modern solutions for strengthening strategic management capacity (27 May, 2013); (27 Sep, 2013) - done • A set of modern management tools for strategic planning (27 Sep, 2013) - done • Integrated Institutional Strategic Management Plan (27 Mar, 2014) • Monitoring report on the implementation of Integrated Institutional Strategic Management Plan (27 Aug, 2014) • Report and recommendations for the restructuring of the agricultural administration – reorganization in regional structures of the agricultural administration (27 Sep, 2013)-done • Feasibility study regarding a potential merger between APIA and APDRP (27 Mar, 2013); (27 May, 2013) - done • IT system for strategic planning & performance assessment of ARD administr. developed and tested (27 Mar, 2014)
<ul style="list-style-type: none"> - Assistance to the MARD for the Implementation of an Internal Management System at the ministry and its subordinated structures • Report and a set of recommendations on options for developing an internal management/control system at the Recipient’s level and its subordinated structures (27 May, 2013) – done • Management tools: • A set of management documents regarding (i) the management of risks and sensitive functions; (ii) system procedures; (iii) fiches for management standards according to current legislation (27 Jun, 2014) • Solutions for monitoring and evaluating the internal management/control system and staff performance (27 Sep, 2013) - done • Recommendations for developing an IT platform for operationalizing the internal management/control system (27 Sep, 2013) - done • Recommendations for developing a handbook for the implementation of the internal management/control system (27 Nov, 2013) – done • Recommendations for strengthening the human resource capacities – proposal of curriculum (27 Mar, 2013) - done • Recommendations for the long term development of the internal management/control system-Short term action plan (27 Mar, 2014)
<ul style="list-style-type: none"> - Assistance for Developing an Integrated Financial Management System at the MARD • Assessment report and a set of recommendations on the current financial management system (27 Mar, 2013) – done • Modern financial management tools: • A set of documents (forms) (27 Jun, 2013) – done • Recommendations for the development of an computerized/IT system (functional specifications) (27 Sep, 2013) – done • Progress report on the implementation of the IFMS (27 Aug, 2014)

ROMANIA: ASSISTANCE TO THE MINISTRY OF TRANSPORT AND INFRASTRUCTURE TO IMPROVE CAPACITY TO PREPARE AND MANAGE PPPs	
Key Dates: Signed: September 6, 2012 Duration: 24 months Value: US\$1 million (€0.82 million)	Key Partners: Ministry of Transport and Infrastructure (MoT)
Project Objectives: The objective of the Advisory Services is to assist the MOT in increasing the capacity of the relevant government agencies responsible for the management, preparation, and implementation of public-private partnership (PPP) projects in the transport sector, with a specific focus on the road sector. It includes the following components of assistance to the MoT: (i) increase its capacity by assessing the general framework pertaining to the implementation of PPP projects, (ii) increase its capacity to evaluate and award PPP projects, and (iii) strengthen the knowledge of the MoT with respect to procedures and tools applicable to PPP/concession projects.	
<ol style="list-style-type: none"> 1. Study on the relevant legal framework outlining the shortcomings/ areas for improvement from the PPP/concession transport projects perspective of signing of this Guide for inter-institutional collaboration between Agreement the identified stakeholders describing the roles and responsibilities of the institutions involved in PPP/concessions transport projects (5 Nov, 2012) - done 2. Assessment report of the PPP/ concession projects already initiated. Methodology on evaluating the feasibility of PPP/concession projects based on the foremost report. (5 Jan, 2013) - done 3. Report which presents the steps followed in the pilot project selection (5 Jan, 2013) - done 	

4. Assessment report on the evaluation of the pilot project feasibility (5 Apr, 2013) - done
5. Analytical tools manual for PPP/ concession projects in transport sector. The manual will include 4 guides on Risks Matrix, Value for Money Analysis, Reference Comparative Cost, Financial Model and specific procedures for their implementation (5 May, 2013) - done
6. Report on the application of the general analytical tools to the pilot project (5 Aug, 2013) -
7. Guide on pilot project team selection procedure(the terms of reference will be included (5Jul, 2013) -
8. Guide describing the data package necessary for the tender documentation for a PPP/ concession project (5 Aug, 2013) -
9. Methodological document (set of recommendations) concerning the promotion of PPP/concession project (5 Sep, 2013) -
10. Manual on the private partner selection procedure, from pre-qualification of potential investors until financial close. In case the pilot project will not be financially closed within the period of this contract, recommendations and/or international best practice references regarding the financial close of PPP/concession projects will be made (5 Aug, 2014)
11. Report summarizing the training activities (5 Jan, 2014) –

ROMANIA: ASSISTANCE TO THE MINISTRY OF TRANSPORT AND INFRASTRUCTURE TO STRENGTHEN STRATEGIC PLANNING IN THE TRANSPORT SECTOR

Key Dates:

Signed: March 19, 2012

Duration: Until June 8, 2014

Value: US\$4 million (€3 million)

Key Partners: Ministry of Transport and Infrastructure

Project Objectives: The objective of the Advisory Services is to assist the Recipient in: (i) strengthening strategic planning and transport sector governance; (ii) improving its capacity to evaluate road and railway infrastructure funding requirements, financing mechanisms, and cost-recovery options consistent with EU regulations; (iii) increasing the capacity to assess and monitor the effectiveness of road construction costs; and (iv) developing its capacity for the coordination and strategic planning of urban transport in the Bucharest metropolitan area.

1. Inception Report commenting upon the general organization and the set up to implement the Advisory Services (18 May, 2013) - done
2. Strategic planning report including a draft of the Recipient's Strategic Plan, proposals for the Recipient's strategic planning organizational structure, and operational procedures (18 Dec, 2012) - done
3. Long-range transport planning report summarizing comments and proposals to enhance long-range transport planning envisaged under the General Transport master Plan (18 May 2014)
4. Corporate governance report on the Recipient's proposed organizational structure to enhance corporate governance, code of conduct, and operational procedures of the main undertakings (18 Mar, 2013) - done
5. Contractual relationships for road and railway infrastructure provision report summarizing the Recipient's organizational structure for service specifications and requirements, and proposals for enhancements to performance contracts with CNADNR SA and CFR SA (18 Mar, 2013) – done
6. Legal aspects of road transport report summarizing identified gaps and gap-filling measures in the transposition of EU regulations related to road transport into Romanian legislation (18 Sep, 2012) – done
7. Report on road and railway infrastructure funding requirements, financing mechanisms, and cost recovery options (18 Mar, 2013) – done
8. Road and railway costing model (18 Sep, 2013) – done
9. Report on road construction costs (18 Jun, 2013) – done
10. Report on transitional arrangements for the establishment of the Bucharest metropolitan transport authority (18 Sep, 2012) – done
11. Report on the metropolitan transport authority's operational procedures, staffing plan, code of conduct (18 May 2014)
12. Report on the metropolitan transport authority's strategic planning and long-range transport planning including a draft for the first strategic plan for the transport authority (18 Sep, 2013) – done
13. Final report summarizing the component's outputs and the methodology used for the assignment (18 May 2014)

ROMANIA: ASSISTANCE TO THE ROMANIAN COMPETITION COUNCIL

Key Dates:

Signed: June 4, 2012

Duration: 29 months

Value: US\$2.4 million (€1.96 million)

Key Partners: Romanian Competition Council

Project Objectives: The objective of the Advisory Services is to increase the effectiveness of competition policies in relation to sectoral policies. The Functional Review of the Recipient highlighted the need for a whole-of-government approach to mainstream competition principles in Romania's administrative agencies. The effective enforcement of competition policy requires the coordinated support of key policy agencies and regulators, as well as the enhanced capacity of the Recipient to perform its mission.

The project has four main components: (i) review of the legal and regulatory framework governing market competition; (ii) strengthening of the advocacy activities in the field of competition in public and governmental bodies; (iii) implementation of a new business architecture for the Recipient that promotes high quality and security by using information and communications technology (ICT); and (iv) human resources capacity building.

1. Guidelines and internal protocols on treatment of confidential information **(3 Nov, 2014)**
 2. Methodological Guide for Law Enforcement on mergers
 3. Methodological guide on law enforcement of anti-competitive practices.
 4. Methodological guide on state aid to expand broadband networks in disadvantaged areas
 5. Methodological guide for applying the state aid legislation
 6. Methodological guide for defining relevant market
 7. EU competition policy relative to consumers - a methodological guide
 8. Regulations guide on EU public procurement rules
 9. Regulations guide on EU electronic communication
 10. Analysis and review of the regulations on confidentiality of information
 11. Analysis and review of the 'Romanian competition law in line with EU principles:
 12. Competition law no.2 U1996
 13. 'FOG no.11.7/2006 on the national procedures in the area of State aid
 14. The draft law on unfair competition
 15. Recommendations on secondary legislation and procedural rules adopted under the new competition law
 16. Model protocols for cooperation in regulated sectors to jointly implement pro-competitive and non-discriminatory regulation will be drafted for: ANRE (Energy), ANCOM (Telecommunications), ANM and CNAS (Pharmaceuticals), CSA (Insurance), CNVM (Securities), ANSRC (Community services on public utility), ANRMAP (Public tenders), CAN (Audio-Visual)
 17. Model protocols for cooperation with the Prosecutor's Office attached to the High Court of Cassation and Justice
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1. Moderate 4 (four) national Workshops/consultative sessions with the participation of inspectors from the Recipient and other Romanian institutions and private sector representatives
 2. Present competition international case materials in 3(three) national workshops organized by the Recipient
 3. Present competition international case materials in 3(three) national workshops organized by the Recipient
 4. Provision of training and development of methodologies for economic analysis and market studies estimated to be a total of 240 man-days training
 5. Training selected Recipient staff on delivery of communication strategy and competition awareness for journalist and members of the judiciary
 6. Quarterly progress report relative to the Recipient Functional Review Action Plan agreed with the Gor/EU
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1. Detailed target business architecture
 2. Define target state enterprise IT&C architecture & mitigation plan
 3. Solution architecture, detailed business and technical requirements for targeted areas as part of the migration Plan
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1. Training Needs Assessment report (TNA)
 2. Detailed training plan
 3. Delivery of training and course materials

ROMANIA: ASSISTANCE TO THE ROMANIAN MINISTRY OF NATIONAL EDUCATION

Key Dates:

Signed: October 25, 2012

Duration: 29 months

Value: US\$2 million (lei 6.9 million)

Key Partners: Romanian Ministry of National Education

Project Objectives: The objective of the Advisory Services is to assist the Ministry of Education in enhancing its administrative capacity and developing the management and leadership skills of its managers and executive staff. This is part of a broader project of the Ministry of National Education (MoNE) including: (i) reorganization of the ministry; (ii) improvement in organizational culture and management practices; (iii) development of a modernization strategy for the ministry; (iv) establishment of a system for monitoring, evaluating, and reporting on organizational performance; (v) design, development, and delivery of training programs; and (vi) project management.

The Bank is providing direct support in the implementation of activities related to (i) the reorganization of the ministry and (ii) the improvement in organizational culture and management practices. The Bank is also providing assistance to the MoNE to manage the activities implemented under contracts concluded separately.

1. Analysis of the current MERYYS structure and modified organizational structure of the ministry (including international best practices) submitted to the Minister (25 Apr, 2013) - done
2. Internal Functioning Regulations for up to 20 units selected from the MERYYS and county school inspectorates and up to 30 job descriptions selected from the staff of MERYYS and county school inspectorates (25 July, 2014)
3. Study including: Conceptual framework for the analysis of organizational culture, analysis of delegation of authority and an instrument to measure/assess the organizational culture (25 Jun, 2013) – done
4. A report on current organization culture based on results of the assessment is submitted; the report includes recommendations regarding the preferred organizational culture and the content of training to be contracted by MNE (separately), as well as other measures that can enhance it, (if any) (25 Oct, 2013) – done
5. Measurement instrument/test for organizational culture re-administered and final report submitted (25 Dec, 2014)
6. A one-year pilot on delegation of authority is designed; training and orientation to improve delegation capacity delivered; pilot initiated (25 Jun, 2013) – done
7. Pilot results are analyzed and report submitted to MNE – 25 Febr, 2015)

ROMANIA: ASSISTANCE TO THE ROMANIAN MINISTRY OF PUBLIC FINANCE TO STRENGTHEN THE DEBT MANAGEMENT CAPACITY

Key Dates:

Signed: October 1, 2012

Duration: 20 months

Value: US\$0.06 million (lei 2.17 million)

Key Partners: Romanian Ministry of Public Finance (MoPF)

Project Objectives: The aim of the advisory services is to bring MoPF's debt and cash management practices in line with those of other countries in the EU by filling in the gaps in policy guidelines for debt and cash management, and by improving the execution capacity of the Treasury. It includes the following: (i) developing an operational and policy framework to perform cash and liability management transactions; (ii) mapping trading infrastructure upgrades for effective execution of Treasury's primary and secondary market operations; (iii) developing staff capacity needed to perform transactions directly on the secondary market; (iv) developing the capacity to manage the risks associated with the debt portfolio and review the current medium-term debt management strategy (MTDMS); and (v) streamlining the process for debt management payments.

1. Policy guidelines and procedures for cash management and liability management transactions (31 Mar, 2014) - done
2. Review of legal framework for cash management and liability management transactions (31 Mar, 2014) - done
3. Infrastructure roadmap for Treasury's cash management and operations in the secondary market (31 Mar, 2014) - done
4. Draft request for Proposals (RfP) for infrastructure upgrades (31 Mar, 2014) - done
5. Training on cash management and liability management techniques operations (31 Mar, 2014) - done
6. Workshop on risk measurement and strategy design (31 Mar, 2014) - done
7. Preliminary review of the MTDS (31 Mar, 2013) - done
8. Proposal for reviewing the Medium Term Debt Management Strategy (30 Sep, 2013) – done
9. Progress report on implementation of the revised MTDS (31 Mar, 2014) - done
10. Report on the review of debt service payment process (30 Sep, 2013) – done
11. Proposal for streamlined procedures for debt service payments simplifying and automating the payment process by using FTI-STAR (30 Sep, 2013) – done

ROMANIA: ASSISTANCE TO THE ROMANIAN MINISTRY OF PUBLIC FINANCE TO IMPROVE THE HR MANAGEMENT INSTRUMENTS AND MECHANISMS TO STRENGTHEN MINISTRY'S CAPACITY

<p>Key Dates: Signed: December 13, 2012 Duration: 16 months Value: US\$0.4 million (lei 1.25 million)</p>	<p>Key Partners: Romanian Ministry of Public Finance, Human Resources Department</p>
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Project Objectives: The aim of the advisory services is to two-fold:

- Improve the strategic management of human resources at the MoPF and subordinated bodies, including better defined roles and functions of the Human Resources department and line managers in human resources management (HRM);
- Enhance skills and knowledge among staff in the HR department and other structures of MoPF and subordinated bodies to support more effective human resource management.

The outputs include an institutional analysis of HRM in the MOPF and subordinated bodies, a strategy and action plan for improving HRM, a training needs assessment in HRM, and delivery of a training program on HRM to 270 staff.

1. Institutional Analysis of human resources management of the core MoPF and the subordinated bodies (12 May, 2013) – done
2. Training needs assessment and development of a training plan for HR management for the core MoPF and the subordinated bodies:
 - Training needs assessment (12 Aug, 2013) – done
 - Development of a training plan for HR management (12 Sep, 2013) – done
3. Human Resources Strategy and Action Plan for the core MoPF and the subordinated bodies:
 - Development of HR Strategy (12 Sep, 2013) – done
 - Development of Action Plan for HR Strategy (12 Dec, 2013) – done
 - 270 civil servants in the core MoPF and subordinated bodies trained in human resource management (12 Mar, 2014) –done

ROMANIA: ASSISTANCE TO THE MINISTRY OF PUBLIC FINANCE FOR STRENGTHENING INSTITUTIONAL CAPACITY IN FISCAL POLICY FORMULATION

<p>Key Dates: Approved: May 23, 2013 Duration: 15 months Value: US\$0.4 million (lei 1.443 million)</p>	<p>Key Partners: Romanian Ministry of Public Finance</p>
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Project Objectives: The objective of the Advisory Services is to strengthen the capacity of the Ministry of Public Finance in fiscal and non-tax policy formulation. It includes the following:

- Participation in the opening conference of the project;
 - Review and analysis of the tax systems and good practices in several EU member states, drawing on the taxation system in Romania, specifically relating to VAT, excise duties, direct tax and non-tax duties, and tariffs;
 - Analysis of the most relevant case laws of the European Court of Justice relating to VAT and excise in order to render national legislation more efficient and EU-compliant;
 - Review and analysis of good practices and tax systems in EU member states regarding the fiscal treatment of royalties and windfall gains obtained in the oil and gas sector (methods used to establish royalties);
 - Review of the fiscal treatment of permanent establishments (the allocation of income, the determination of certain elements of income, etc.) and fiscal treatment of income obtained from financial instruments;
 - Review and analysis in the area of fiscal procedures and sanctions;
 - Review of measures to fight tax evasion identified at the EU level;
 - Comparative study of the interpretation of the fundamental rights (4) of the “Treaty regarding the European Union and the Operation of the European Union” in the field of tax legislation elaboration, as well as training.
1. Study/report comprising examples of good signing practices and the analysis of the systems in several member states (for the VAT, excise duties, direct taxes and duties of non fiscal nature, fiscal procedure and fiscal sanctions) as an input for improving the tax system in Romania (22 Jan, 2014) - done

2. Analysis of the system of property taxes including the tax bases used by other EU signing member states (22 Nov, 2013) - done
3. Mandatory social security contributions (22 Nov, 2013) - done
4. Review and analysis of good practices and tax systems in EU member states signing regarding the fiscal treatment of royalties, and windfall gains obtained in oil and gas sector (methods used to establish royalties)(31 Mar, 2014) - done
5. Individual and joint liability (22 Nov, 2013)
6. Study/report comprising measures of fighting tax evasion identified at EU level as a means for implementing measures of fighting tax evasion in Romania (22 Mar, 2014)
7. Study/report having the theme of the legislation in the EU member states in the field of cash registers in order to improve the legislative measures so as to reduce tax evasion in Romania (22 Mar, 2014)
8. Study/report on the interpretation of the principles of the "Treaty regarding the European Union and the operation of the European Union" in the field of taxation, structured on types of taxes and separately on the fiscal procedure (22 May, 2014)
9. Analysis/report on the impact of the project over the beneficiaries in the field of drafting of the fiscal and non fiscal policy, performed (22 Jul, 2014)
10. Analysis of the professional training needs drafted for the beneficiary staff in the MPF (22 Feb, 2014) - done
11. Training plan established for the staff in the MPF involved in the drafting of the fiscal and non fiscal policies (22 Feb, 2014)
12. Training of the civil servants in the Ministry of Public Finance in the fiscal and non fiscal fields (May-June, 2014)

ROMANIA: ASSISTANCE TO THE MINISTRY OF PUBLIC FINANCE FOR A BETTER SOLUTION FOR PROVIDING CLARIFICATIONS, INTERPRETATIONS AND RULINGS ON TAX ISSUES

Key Dates:

Approved: May 23, 2013

Duration: 16 months

Value: US\$0.4 million (lei 1.41 million)

Key Partners: Romanian Ministry of Public Finance

Project Objectives: The aim is to develop a unified and transparent set of procedures for issuing clarifications, interpretations, and rulings on tax issues based on requests from taxpayers or the National Agency for Fiscal Administration (NAFA), and the General Directorates of County Public Finance and of Bucharest (GDPFs). It includes the following:

- Participation in the opening conference of the project;
- Comparative review of the legislative and procedural framework in at least five member states of the EU (including France and the Netherlands) with respect to issuing clarifications, interpretations, and rulings on tax issues, with a focus on drawing the line between the prerogatives of the tax policy function and those of the tax administration;
- Assessment of the system for issuing clarifications, interpretations, and rulings on tax issues;
- Development of technical and functional specifications for ICT to support the taxonomy of an integrated database for all clarifications, interpretations, and rulings on tax matters issued by the MoPF, NAFA, and GDPFs, which will unify the existing ICT systems to contribute to a unified fiscal doctrine;
- Training plan and sessions for the dissemination of system procedures.

1. Comparative study comprising the legislative and procedural framework in at least 5 Member States of the E.U. regarding providing clarifications, interpretations and rulings related to fiscal issues, with focus on drawing the line between the prerogatives of the fiscal policy function and those of the fiscal administration function (22 Apr, 2014)
2. System procedure regarding providing clarifications, interpretations and ruling related to fiscal issues, approved through order of the minister of public finance (22 Apr, 2014)
3. Development of the technical and functional specifications for provision of information and communication technology (IT&C) support for the new process, which must be integrated with the other IT&C existing systems, so as to contribute to fiscal doctrine building (22 Jul, 2014)
4. Training plan for dissemination of the system procedure (22 Mar, 2014)
5. 250 civil servants of the MPF, ANAF, and the GDPFs trained in the field of the system procedure regarding providing clarifications, interpretations and rulings related to fiscal issues (22 Aug, 2014)

ROMANIA: ANALYSIS OF CAPACITY BUILDING ACTIVITIES IN THE PUBLIC ADMINISTRATION

Key Dates:

Signed: May 10, 2013

Duration: 7 months

Value: US\$0.4 million (€ 0.29 million)

Completed: January 31, 2014

Key Partners: Ministry of Regional Development and Public Administration, Managing Authority for Operational Programme for Administrative Capacity Development

Project objectives: The overarching objective of the Advisory Services is to help increase the effectiveness of administrative capacity development programs in Romania so that central and local administrations can deliver better public services. It aims to achieve this by reviewing the implementation of the activities that were financed through the Operational Programme for Administrative Capacity Development (OP ACD) during the current seven-year programming cycle and by assessing the extent to which they met the needs of the targeted groups. The Advisory Services should provide policy inputs for the Managing Authority to use in formulating its strategy for the next EU programming cycle 2014–20, so that future capacity development programs will be even more effective and efficient.

Component 1 – Capacity-building activities to strengthen the civil service and factors that impact their effectiveness

Component 2 – Status of the decentralization process and transfer of competencies within the Romanian public sector

5. Inception Report (9 Jul, 2013) – done
6. Workshop on Interim Findings/Conclusions (9 Aug, 2013) – done
7. Draft report (9 Sep, 2013) – done
8. Final Report (9 Dec, 2013) – done