Considerations on the reinforcement of the public administration reform in Romania

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Abstract:

Romania's integration in the European Union called for a modern, flexible and effective public administration as a prerequisite for the structural transformation of central and local public authorities, undertaking a profound reform in all social and economic areas, as well as increasing the role of the citizen in the decision making process.

The reinforcement of local, administrative and financial autonomy, the need to remedy certain structural deficiencies in the functioning of public administration, together with the development of strategies to improve the long-term public administration capacity, and the improvement of the general legislative framework will represent a fundamental change in the relations between administration and citizens, placing greater emphasis on efficiency.

Keywords: Administrative law, Central and local public administration, Strategy for the reinforcement of public administration, Governmental programs.

In any society, be it classical or modern, public administration is essentially an instrument of the state, indispensable in achieving goals, certain major objectives determined by it, to reach the political values determined through various internal regulations, in order to meet the general interest, by the action of the political power.

Administrative law is, par excellence, a branch of the national legal system. Prestigious authors who studied this branch of law have brought important clarifications on the scope of administrative law. Thus, the late Professor Antonie lorgovan, in his Treaty of administrative law, estimates that administrative law can be defined as "the branch of public law governing, concretely or in principle, the social relations from the sphere of public administration and those of a conflicting nature between public authorities or private structures, vested with public authority, on the one hand, and those violated in their rights through the administrative acts of these authorities, on the other hand [1]".

In the French literature, the 2004 volume Administrative law, signed by Jean Rivero and Jean Waline, defines administrative law [2] as all the legal rules applicable to the administrative activity, whether they are private law rules or otherwise. The authors state that, in a narrow sense, the term administrative law is intended to include only rules of origin, i.e. that are distinct from private law.

Currently, it is commonly accepted that the administrative law includes the composition and scope of the bodies which carry out administrative work at central and local level, the proper activity of the administration, the principles on which it is based, as well as the administration control, whether it is exercised jurisdictionally or non-jurisdictionally

The main concepts expressed in the legal doctrine of the European states have been numerous and have given expression to various interests and points of view. Thus, for example, the French doctrine of administrative law in the nineteenth century is based on the distinction between acts of authority and those of management, on the responsibility of the state for acts of public power and on the independence of the administration before the courts. In the French doctrine, the entire administrative law was particularly based on the theory of public order and the functioning of public services. Later, Professor Georges Vedel circumscribes the sphere of public administration to the sphere of the executive, believing that the administration provides the exercise of the executive power under a public authority. A broader conception is expressed by André de Laubadère, who includes in the concept of administration the assembly of authorities, agents and bodies responsible, under the impulse of political powers, for ensuring numerous interventions of the modern state. Finally, Jean Rivero appeals to the notions of public interest or general interest, revealing that, while the governance refers to the essential decisions for the future of the nation, the administration deals with everyday problems. In his view, public administration represents, essentially, the activity whereby public authorities ensure public needs, while administrative law represents a set of legal rules, different from those of private law, which would guide the administrative activity of public powers [3].

In the opinion of the German school, the administration, by vocation, performs the tasks of the state within the management, including here, unlike the French doctrine, the sphere of external relations. The conception of the German school does not differ from that of the French school when evoking the structural meaning of public administration, which represents - in both doctrines - all the services principally exercising an administrative activity.

In the various meanings of this notion conferred by the European papers on administrative law, the subordination to law is essential, the principle of legality is, in fact, the first recognized by all textbooks and works of administrative law, and the first governing the administrative activity [4].

The need for an initiative to reform the public administration system was determined by the moment December 1989, as one of the major objectives of the Romanian society, constantly found in the governmental programs of the various parties that have succeeded after that period.

During the affirmation of "constitutionalism" as an action and thinking mode, the place of the law as the supreme factor for assessing administrative activity was taken by the Constitution, as an expression of the general will and commands [5].

The highlight of the transformation of the Romanian state administration was the adoption by referendum of the Constitution of Romania in 1991 [6], having as a starting point the magnitude of the constitutional coordinates, reinterpreting the Romanian public administration system and the autonomous public administration branch, in the reconsideration of general interest, of national or local character. From the same point of view, i.e. constitutionalism, the revision of the fundamental law of the state in October 2003 [7] was meant to establish new constitutional provisions, which have either corrected some failures in the initial norms, or achieved their aims by the role and functions of certain structures of public administration.

Thus, internally, besides these imperatives of the Romanian society, we emphasize that the major objectives comprised in the idea of reforming and rethinking of public administration, have been largely achieved, reaching most of the areas of interest for the economic and social life of the Romanian state.

The need to satisfy the general interests of society, both at central and local level, has determined, from a functional perspective, the involvement of authorities in certain fields of activity, by granting the legal powers and the appropriate and necessary tools to achieve the established aims and objectives.

Despite these positive developments the Romanian administration, prior to the integration in the European Union, showed weakness, introducing new requirements and adaptations of public administration. Thus, the priority became to achieve a

profound process of public sector reform and to create an administration system that is modern, accountable, predictable, transparent and responsive to the needs of citizens and the business environment.

As the first reporting documents of the European Commission showed in 1999, up to the beginning of the accession negotiations the real progress in Romania regarding the organization and functioning of public administration proved modest, far from being considered to meet the EU requirements on the matter [8].

Consequently, a comprehensive process of administrative reform was imposed at the time - in 1999, so that, structurally and functionally, the public administration in Romania would gradually meet the European requirements. However, in light of the coordinates of the European Union, it is generally known that the organization and functioning of public administration is not subject to regulatory rigors binding on the member states, so that the issue in question is reserved for the national provisions and principles of law.

Professor Ioan Alexandru and his collaborators, in the volume Administrative law in the European Union, state that "European administrative law, or – more precisely – of the European Union, is closely linked to the notion of European public administration (...) The notion of European public administration is capable of two meanings: a material one and a formal one. The material approach involves analyzing the organization of the execution and the concrete execution of the communitary legislation (primary and secondary legislation), done by actions of disposition or actions of beneficial nature. The formal approach is based on the analysis of the system of European institutions and administrative structures carrying out this activity [9]".

The European law is itself a specific branch of law, with an interdisciplinary character, incorporating many elements from the branches of public and private law, including administrative law. In this regard, ample references have been made in the literature concerning the implications of the acts issued by Community institutions, and the appeal procedure, the role of Euro-regions, the implementation of the Charter on local self-government and, especially, the concept of community public office [10].

We emphasize the fact that, if the public administration regulation in the member states is the exclusive competence of national authorities, as an attribute of sovereignty, the issues of central public administration in 2000 were limited to the assessment of the political criteria, as well as Romania's administrative capacity, necessary for the implementation of the acquis communautaire, in terms of our country's accession to the European Union [11].

Furthermore, the onset of major reforms was the Government Program of 28 December 2000 for the period 2001-2004 [12], a policy document of the government at the time, frontally addressing the reform acceleration for central and local public administration, based on a critical evaluation of the European Commission of the respective situation. That framework sought to achieve the EU accession criteria, demonstrating that Romania could meet its obligations as future member state by reinforcing the administrative capacity.

The government program regarding central and local public administration established ten fundamental objectives, which included: the profound restructuring of the administration; substantive changes to the relations between administration and citizens; the decentralization of public services and strengthening the administrative and financial autonomy; the gradual demilitarization of some community services; the reconsideration of the administration in charge with child protection.

The stage of public administration reform process, beyond its sinuous evolution in the period 1999-2002, was eloquently highlighted by the European Commission Report, prepared for 2003 [13] as the reference period. The document was quite objective and provided a complete picture of Romania's development stage, including the aspects concerning the organization and functioning of public administration [14].

If the positive assessments specifically concerned constitutional amendments, reducing the use of Government emergency ordinances, adopting the anti-corruption legislative package, demilitarization of the police, ensuring minority rights, antidiscrimination legislation, the critical elements covered three key areas, namely administrative capacity, reform in justice and corruption [15].

On the same lines, as a positive sign for public administration reforms, the review of the status of public servant was outlined [16].

Strictly referring to public administration, the European Commission Report monitoring Romania drafted in May 2006, showed that, since the previous report in

October 2005, there had been progress in this area, mentioning, in particular, the continuation of the decentralization process through the adoption, in Parliament, of two normative acts that promoted decentralization [17] and the reform of the prefect institution (noting that, by this emergency ordinance [18], it was regulated that the prefect be a senior public servant that could not have a political career at the same time).

As a negative finding, the same Commission report of 2006 revealed that, in the legislative process, the Romanian government continued to issue normative acts by way of emergency ordinances, noting in this regard that, during 30 September 2005 - March 15 2006 90 such emergency ordinances were issued. It shows that, in doing so, the power of Government strengthened to the detriment of the Parliament, which reduced transparency in the adoption of normative acts.

Summarizing these issues regarding the stage of the public administration reform contained in the periodic Reports of the European Commission [19], we consider that they are subordinated to the fundamental aim of the European Union, otherwise stated in the Treaties establishing the European Communities (ECSC, EAEC, EEC) reiterated in the Maastricht Treaty, and, respectively, in the Treaty of Amsterdam, namely: the uniform application of European law in Romania in the same way as in other member states of the Union.

The broad and highly varied range of these new European values, with a significant impact in the administrative legal order of each member state, demonstrates the scale of the administrative reform process, covering all essential points that are relevant to public administration. Like other types of reform undertaken in various fields, the public administration reform process should not be an end in itself; it must follow certain defined purposes; the functionality of the state depends on their implementation, through their proper and effective exercise. Prior to Romania's accession to the European Union, considerable efforts have been made to increase the pace of reforms in various fields and there was political support to fulfill the criteria enabling the accession in 2007. Public administration was placed at the center of this process, benefiting from significant investments aimed at increasing its capacity, with efforts consistently distributed to closing the negotiation chapters.

In this context, the Romanian Government adopted two successive strategies regarding the public administration reform: the Strategy on the acceleration of public administration reform 2001-2003 and the updated Strategy of the Romanian Government on the acceleration of the public administration reform 2004-2006, which led to the implementation of reforms in key areas, namely: public policies, decentralization and public office.

Since 2007 there has not been any integrative strategy related to public administration [20], although the institutions of the central public administration had several initiatives that addressed aspects of its reform [21], but in a fragmented manner and without showing the root causes that affect the functioning of public institutions even in the presence of clear and adequate procedures and regulations.

Regarding the proposed reformative directions for Romania, changing the collective behavior of a society implies a long period of time. Becoming a full member of the European Union compels Romania, starting with 1 January 2007, to continue the administrative reforms in order to make public administration more efficient. This entails to firstly develop the strategies for achieving economic and social reform, which situates de facto the public administration system, defining its objectives, its means and ways of achieving them.

In this regard, Professor Ioan Alexandru, PhD stated that "justice or public administration reform must conclude in the regaining of state authority, the efficient management of public affairs, reflected by better serving the interests and needs of the population [22]".

To achieve these objectives, a profound administrative reform with sustainable positive effects first requires a structural reconsideration of the public administration that operates vertically from top to bottom.

Therefore, the reform process in public administration in Romania must be based on the following major principles: a unified approach to the elements of functional, structural and organizational reform of public administration; a clear definition of the role and basic functions of central and local authorities; a reinforcement of the autonomy and acceleration of the decentralization of the administration system through the practical application of the subsidiarity principle, gradually shifting the center of gravity

of the central state bodies' activity from the management of economic and social life, towards the development of the appropriate legal framework, of the strategies for sustainable development at national and sectorial level, of the methodologies at national and sectorial level; an optimization of the management of public administration through the development of the market economy and the affirmation of representative civil society structures; provision of public services for the population, motivation of local authorities by giving decision-making powers aimed at promoting social interests in the process of sustainable development [23].

Strengthening the Romanian administration reforms constantly occupies an important place both in the legislation, and in government programs, in other words the dynamics of public administration is expressed in the dynamics of the reform.

On the legislative front, concerning the reform dynamics on the matter, there have been adopted a number of acts eliminating or reducing administrative system failings, their quintessence being the Romanian Constitution, republished in 2003. Article 120 represents the foundation of basic norms, outlining principles of constitutional law of local public administration from the administrative-territorial units, namely the principles of decentralization, local autonomy and devolution of public services.

Among the main results achieved during the period 2001-2013, we mention that a series of normative acts and relevant strategic documents in the field were adopted: Public Administration Law no. 215/2001; Decentralization framework law no. 195/2006 and its methodological norms of implementation; Local Public Finance Law no. 273/2006; Law no. 340/2004 on the prefect and the institution of the prefect, republished; Law on the status of local elected officials no. 393/2004; the Code of conduct for public servants no. 7/2004, republished, Government Decision no. 775/2005 approving the Regulation on the procedures for drafting, monitoring and evaluation of public policies at central level; Government Decision no. 870/2006 on the Strategy for improving the development, coordination and planning system for public policies at the level of central public administration; Law of public utilities community services no. 51/2006; the Strategy for an improved regulation at the level of central public administration 2008-2013 etc.

The status of public servants and the law on local public administration have also been revised and improved, and normative acts were developed to govern incompatibilities and conflicts of interest for the public sector, as well as the transparency of decisions.

To adapt and, therefore, to respond as effectively as possible to the needs of the current socio-economic context in Romania, public administration should focus its core mission, i.e. law enforcement and public service provision, towards a modern and innovative approach, centered on facilitating the socio-economic development of the country through public services, investment and quality regulations.

Accordingly, to achieve a thorough process of public sector reformation and creation of an accountable, predictable, transparent and incorruptible administration system, the Romanian Government adopted, in collaboration with the Ministry of Regional Development and Public Administration, Government Decision no. 909/2014 approving the Strategy for reinforcement of public administration 2014-2020 and establishment of the National Committee to coordinate the implementation of the Strategy for the reinforcement of public administration 2014-2020 [24].

In defining the strategic objectives for the period 2014 - 2020, the institutions involved have proposed to start from the recent analyses and from the strategy to strengthen public administration in 2007-2010 [25], trying to articulate a coherent vision that will generate, in its application, substantial improvement in the activity of the administration. To complete this action, a series of measures must be fulfilled:

	political commitment to support those measures meant to tackle the structura
ca	uses that contributed to limiting the effects of reform initiatives proposed in the past;
	establishment of a coordination mechanism to implement reform measures
su	pported at the highest level, managed by the Prime Minister's Office and the Ministry
of	Regional Development and Public Administration, accompanied by transparent
procedures for monitoring and evaluation;	
	setting up a mechanism for cooperation and consultation with the civil society

and its responsibility in order to support the process of implementation, monitoring and evaluation of these reform initiatives.

Moreover, the document seeks to lay the foundations for shaping certain priority strategic projects to cross-sectorially address some initiatives for the reform of the decision-making process, of the public office and the public service management capacity, so as to ensure the uniform and standardized implementation, where appropriate, of the measures envisaged.

In order to ensure the conditions necessary for the fulfillment of the objectives set in the Europe 2020 Strategy, but also to help increase the impact of the use of European funds in public administration, the European Commission imposed a number of conditions in the Position of the Commission Services on the development of the Partnership Agreement and programs in Romania for the period 2014-2020, as well as in the EU Regulation no. 1303/2013 [26].

For the thematic objective "Reinforcement of the institutional capacity and an efficient public administration", the ex-ante condition is defined as: the existence of a strategy to strengthen the administrative efficiency of the member states, including a public administration reform. Specifically, the criteria to be fulfilled by 2016 concern the following aspects: the analysis and strategic planning of the actions of legal, organizational and/or procedural reform; the development of quality management systems; integrated actions for the simplification and rationalization of administrative procedures; the development and implementation of strategies and policies concerning human resources to cover the recruitment plans and career paths of personnel, building of capacities and financing; the development of skills at all levels; the development of procedures and tools for monitoring and evaluation.

Moreover, at the level of basic local public administration, the fragmentation phenomenon generates, in many cases, operating costs that are unjustified in relation to the efficiency of fulfilling the responsibilities conferred by law, and, through the effects related to the scarcity of the self-financing means, require the implementation of the constitutional principle local autonomy.

In consequence, in the context of the administrative fragmentation, it becomes extremely difficult to correlate the strategies and policies at local level with those at central level.

However, the administrative capacity and force of the four associative structures of local public administration authorities are often insufficient to constitute a real negotiation partner for the central structures, in order to provide expert advice to member administrative-territorial units, to elaborate studies and analyses and to identify and promote best practices, useful to the members of associations and for policy making at the central level. Moreover, there is a tendency on the part of many central public institutions to consult more formally the associative structures and to avoid their involvement in the phase of substantiating the decisions concerning local authorities.

To these we add often pronounced inter and intra-regional development gaps, below the European average, as well as significant disparities in the socio-economic development in the administrative-territorial units.

As regards institutional issues, we note the existence of poor relations between ministries and the entities they coordinate, resulting in: overlapping of intra-sectorial responsibilities and difficulties in managing cross-sectorial issues at territorial level; excessive centralization and poor coordination; inefficient use of resources, coupled with administration fragmentation involving too many costly structures in the territory; overlapping competences in some cases, for the decentralized structures of central public authorities with those of local public authorities [27].

The process of public administration reform in Romania was, within the past 10 years, in the general lines imposed, on the one hand, by the political criteria for the accession to the European Union, on the other hand by the constant need to adapt to the country's socio-economic changes. In both cases, the magnitude and rhythm of the transformation processes have fluctuated, with a direct impact on the substance and effects of the reform process.

In this regard, the key elements that should underpin the public administration reform in Romania, for its reinforcement during 2015-2020, for an actual improvement of the organization and functioning of the administration, in line with the major EU requirements, are as follows: public office reform, which should lead to the creation of a professional body of public servants, stable and politically neutral, in conjunction with the implementation of a unified and coherent legislative framework, and, respectively, with the development of the cohesion of the strategies regarding human resource

management and professional training [28]; local public administration reform by continuing the decentralization process, simultaneous [29] with the devolution of public services while ensuring the optimal framework for the allocation of powers between central and local public administration; improvement of the process of formulating public policies, by creating coordination and perfection systems for the management capacity of government structures [30].

The organizational framework necessary for the implementation of such a longterm strategy requires, in our opinion, the cooperation of all institutions involved and interested in implementing, in an effective manner, the measures under the action directives.

In order to achieve this goal, the establishment and operationalization of a National Committee to Coordinate the Implementation and Monitoring of the Strategy for the Reinforcement of Public Administration 2014-2020 (CNCIMS) represents a crucial first step in the process of implementation of public administration reform measures, proposed in the Strategy for the Reinforcement of the Public Administration Capacity. This opportunity lies in the necessity to ensure, at governmental level, a coherent and effective institutional framework that unitarily coordinates sectorial measures of public administration reform and that ensures the remedy of deficiencies reported when analyzing the structural causes.

Therefore, the idea of reform in administration, especially when it comes with a certain obstinacy and amplitude, represents the proof of a moment of crisis of the respective public administration [31].

The discussions on the public administration reform give rise to confusion on the meaning of the phrase. Reform means more than improving the administrative capacity. Thus, it is, in fact, a new settlement on a new basis and principles that are compatible with the political, social and economic situation in a particular moment in the evolution of a state. As a broad concept, it includes all aspects of the organization of the public sector, most notably being the overall architecture of ministries and agencies, organizations and local institutions, systems, structures, processes, as well as the way they are monitored and the system is periodically adjusted.

On the one hand, the administration refers to how it formally involves and organizes the coordination of activities from the public sector, and, on the other hand, the administrative capacity that is an assessment of the functioning of the hierarchical structure of public services personnel, being thus only one of the elements of the public administration reform.

Undergoing a reform of public administration that is justified and based on scientific studies and social requirements is beneficial for both general and local interest.

Irregardless of the contradictory trends or other subjective obstacles regarding the reinforcement and realization of reforms, this must be performed whenever it is justified by the social requirements as appropriate, based on the scientific study of the political and socio-economic realities.

In this regard, consistent decision-making processes are necessary, together with competent and well-managed human resources, an efficient and transparent management of public expenditure, a proper administrative institutional structure, clear, simple and predictable operating procedures, and a focused attitude and organizational culture centered on promoting public interest.

In conclusion, an administration must be able to make the most of the available resources in order to achieve the expected results, to adapt, anticipate and respond promptly to the increasingly diverse needs of society, to be accessible to beneficiaries and accountable before them. Only in this way will an administration be credible and able to implement public policies in the interest of citizens.

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- [4] E. Forsthoff, Traité de droit administratif allemande, Emile Bruylant Publishing, Brussels, 1965, p.35; J. Schwarze, Droit administrative européen, vol. I, Emile Bruylant Publishing, Brussels, 1994, p. 17.
- [5] L. Favoreu et al., Droit constitutionnel, 8th ed., Paris, Dalloz, 2005, p.111 ff.
- [6] The Constitution of Romania, adopted in the Constituent Assembly meeting of 21 November 1991 and published in the Official Gazette issue 233 of 21 November 1991, entered into force following its approval by the national referendum of 8 December 1991.
- [7] See Law no. 429/2003 on the revision of the Constitution of Romania from 1991, published in the Official Gazette issue 758 of 29 October 2003, approved by national referendum on 18-19 October 2003, confirmed by the Decision of the Constitutional Court no. 3 of 22 October 2003.
- [8] Among other concerns of the European Commission in the field, in the same year, 1999, it was eloquent "to continue the reform of the governmental structures and to clarify the communication schemes, necessary for the improvement of the capacity of the executive power", a recommendation with an immediate impact on the efficient coordination of governmental policies in Romania.
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- [10] Further see: C. Călinoiu, V. Vedinaş, Teoria funcției publice comunitare, Lumina Lex Publishing, Bucharest, 1999, p.9 ff.
- [11] The consolidation of local, administrative and financial autonomy, the development of the legislative framework, the harmonization of our legislation with the European regulations have represented a fundamental change in the relations between administration and citizen, with greater emphasis on efficiency, as a consequence of beginning the negotiation chapters of Romania with the European Union.
- [12] The Government Program of PDSR was published in the Official Gazette issue 700 of 28 December 2000
- [13] European Commission, 2003, "Regular Report on Romania's progress towards accession on European Union", p. 121.
- [14] It was also stated in the same Report of the Commission for 2003 that our country had a weak administrative capacity in terms of the implementation of the adopted legislation, and it could be viewed as having a functioning market economy if the satisfactory progress continued until then.
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- [18] Government Emergency Ordinance no. 179/2005 amending and supplementing Law no. 340/2006 on the institution of the prefect, published in the Official Gazette issue 1142 of 16 December 2005.
- [19] Considering the conclusions of the European Council in Madrid on 15-16 December 1995, correlated with the state Reports and the Reports of the European Commission on the progress of Romania in the field of reforms with regard to its accession to the European Union, we can state that the accession process was long and complex. Following the negotiations conclusions, the European Union decided to continue monitoring these aims after the accession of 1 January 2007, respectively to draft annual reports on the progress of Romania after accession.
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- [21] In 2007-2013 there were approved by Government decisions or, according to case, normative acts of the regulation authorities, over 40 sectorial strategies. Other public policies documents are added (proposals of public policies, strategies or strategic programs) adopted as such, without including them among normative acts, issued by competent authorities or drafted during the period and currently under notice/adoption. See Decision no. 909/2014 regarding the approval of the Strategy for the reinforcement of public administration 2014-2020 and establishing the National Committee coordinating the implementation of the Strategy for the reinforcement of public administration 2014-2020, adopted by the Romanian Government on 15 October 2014 and published in the Official Gazette issue 834 and 834 bis of 17 November 2014 (Annexes 1-3).
- [22] For details see I. Alexandru, Politică, administrație și justiție, All Beck Publishing, 2004, p.208.
- [23] H. Kassim, The European administration: Between europeanization and domestication. Governing Europe, Ed. by J. Hayward, A Menon, Oxford University Press, 2003, pp.9-10.
- [24] Government Decision no. 909/2014 was published in the Official Gazette issue 834 bis of 17 November 2014 and was initiated by the Ministry of Regional Development and Public Administration (MDRAP) that, together with the Office of the Prime Minister (CPM), defined the main strategic orientations. The two institutions are part of the structure responsible for coordinating the implementation of the present Strategy, detailed in Chapter XII.
- [25] After 1 January 2007, Romania seriously engaged in following the Lisbon Agenda, relaunched, developing the National Program of Reform for 2007-2010, where an important element was the development of the administrative capacity to implement, evaluate and monitor the reforms assumed. Later, in 2011, the Program was replaced with the National Program of Reform for 2011-2013, following the coordinates of the Strategy Europe 2020, representing the framework for defining and implementing the policies for the economic development of the state, in conformity with the European Union policies.
- [26] Regulation (EU) no.1303/2013 of the European Parliament and Council of 17 December 2013 to set new common dispositions regarding the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund For Rural Development and the European Maritime and Fisheries Fund, as well as to set new general provisions regarding the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and to abrogate Regulation (CE) no.1083/2006 of the Council, published in JOUE L 347, 20.12.2013, p.320.
- [27] As a consequence, three essential domains have been identified for public administration: decentralization and devolution of public services and the process of formulating public policies, domains that have been unitarily approached in a coherent strategy. See further: C. C. Manda, Elemente de ştiinţa administraţiei, University Course, Universul Juridic Publishing, Bucharest, 2012, p.296, F. Bondar, Politici publice şi administraţia publică, Polirom Publishing, Iaşi, 2007, pp.101-121.
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[29] By developing monitoring mechanisms on the exercise of powers by the devolved structures of ministries and other specialized bodies of central public administration, as well as assessing the effects and impact of devolution, and also by developing analyses on the opportunity to transfer competences from central to local public administration, so that the decision-making process on the transfer of skills become predictable, transparent and designed to provide optimum exercise of powers. See "The overall objective IV: Increasing local autonomy and strengthening the capacity of local public administration authorities to promote and support local development", mentioned in the context of the Strategy to reinforce public administration 2014-2020.

[30] Fulfilling the "objectives" of public policies specified in the strategic reform plans is not only a political task, but rather an administrative one, which requires a redefinition of the way in which responsibility is shared between the political management of a public administration organization representative and its administrative management. See F. Bondar, op. cit., p.119 ff.

[31] See I. Alexandru, 2001, op. cit., p.89 ff.